



**Federal Aviation
Administration**



Security and Hazardous Materials

Fiscal Year 2011 Business Plan

2011 ASH Business Plan

The Security and Hazardous Materials (ASH) Mission is to provide quality services to ensure and promote aviation safety in support of national security and the national aerospace system. The ASH Vision is to be recognized as the global leader having maximum impact on enhancing national security and aviation safety. To succeed in our Mission, ASH believes in the following guiding principles. Mission, people, and their families come first. Loyalty is a two-way street. Simple is good. Integrity is non-negotiable. Disagreement does not equal disrespect. Everyone will be treated with respect and dignity. We can learn from our mistakes. Flexibility is the hallmark of a high-performing organization. All employees are accountable. We can overcome all challenges. Communication is critical to success. We must define, measure, and analyze to achieve desired results.

ASH has the primary responsibility for security and critical infrastructure protection, emergency operations, contingency planning, intelligence activities, and the safe transportation of hazardous materials in air commerce. ASH has four major program areas and staff offices that assist in carrying out these functions which are vital to both its mission, and to the FAA's mission. These are the Office of Hazardous Materials, the Office of Security, the Office of Field Operations, and the Office of Emergency Operations, Communications and Investigations.

The protection of FAA's critical infrastructure is a national and homeland security concern that continues to receive a high level of attention. In recognition of the impact that the National Airspace System (NAS) has on our country's transportation infrastructure, ASH develops and implements policy to protect FAA employees, contractors, facilities, and assets. ASH conducts counterintelligence activities to minimize exploitation by foreign intelligence services, drug traffickers, and terrorist organizations, identifies vulnerabilities that may be exploited, and maintains a defensive capability to mitigate these risks to the FAA personnel, programs, and information. ASH conducts counterintelligence activities to minimize the exploitation by foreign intelligence services, drug traffickers, and terrorist organizations, identifies vulnerabilities that may be exploited, and maintains a defensive capability to mitigate these risks to the FAA family. ASH manages the ID media program for the agency, conducts suitability investigations of employees and contractors, and investigations of employees, non-employees, contractors and airmen suspected of violating FAA orders and regulations. Additionally, ASH is responsible for developing and implementing national policy on hazardous materials through inspections, training, and outreach to those involved in the hazardous materials industry worldwide. The Washington Operations Center Complex (WOCC) is located in ASH, as well as the Emergency Operations Division, which provides crisis

management support, including fielding contingency communications and classified messaging equipment, and Continuity planning and implementation. ASH also supports the national security and intelligence responsibilities of the FAA through the National Security and Intelligence Coordination Division.

Increased Safety

Security and Hazardous Materials is committed to supporting the FAA's vision of continuously improving the safety and efficiency of flight. We continue to work with all of our partners to focus our experience, expertise, and new technology in order to ensure a safer and more secure global airspace. A description of the activities and performance targets ASH will complete in support of the FAA Flight Plan goal of Increased Safety is listed below.

Flight Plan Target: Commercial Air Carrier Fatality Rate

Cut the rate of fatalities per 100 million persons on board in half by FY 2025. FY 2011 Target: 7.9

Strategic Initiative: Hazardous Materials Safety

Improve the safety of transporting hazardous materials by air.

Strategic Activity: Hazardous Materials Safety

ASH will enforce the hazardous materials regulations issued by the Department of Transportation's (DOT) Pipeline and Hazardous Materials Safety Administration (PHMSA) and implement strategic safety initiatives to strengthen those regulations. ADG will continue to implement strategic safety initiatives for the transport of hazardous materials in aviation by initiating studies, rulemakings and other documentation, and in partnership with PHMSA, assist with the development of regulations for the safe transport of hazardous materials including but not limited to: a) Lithium batteries (rulemaking); b) Flammable aerosols (data under review, future rulemaking); c) Air-specific hazmat packaging (rulemaking); and d) Harmonization of the Hazardous Materials Regulations (HMR) with international requirements (rulemaking).

Activity Target 1:

Support rulemaking and other initiatives with strategic activities related to transport of hazardous materials by air, in partnership with PHMSA, other FAA lines of business, and other government agencies as required. Support

activities include, but are not limited to, conducting studies, performing research, collecting data, and providing technical expertise on the transport of hazardous materials by air. Due September 30, 2011

Activity Target 2:

Support routine (e.g., harmonization, miscellaneous corrections, special permits) and specialized (e.g., lithium batteries, packaging) rulemaking projects through participation in regulatory evaluations and cost benefit studies as required. Due September 30, 2011

Activity Target 3:

Assist in drafting proposals for publication of ANPRM and NPRM as needed by providing draft within 60 days of receipt of the request from PHMSA. Due September 30, 2011

Activity Target 4:

Evaluate written and oral public comments received from public rulemaking meetings within 90 days of the closing of the public commenting period. Due September 30, 2011

Activity Target 5:

Assist in drafting and evaluating final rules for publication within 30 days of receipt of the request from PHMSA. Due September 30, 2011

Activity Target 6:

Review air mode special permits and approvals requests, with the goal of responding to PHMSA on 80% of actionable applications within 30 days of receipt from PHMSA. Due September 30, 2011

Activity Target 7:

Respond to PHMSA on 80% of the air operator fitness determination requests within 10 days of receipt of completed reviews from the Regions. Due September 30, 2011

Activity Target 8:

Participate in 6 intermodal/interagency collaboration meetings per year associated with the advancement of hazardous materials regulations and policies. Due September 30, 2011

Core Business Target: National Security Support and Intelligence Evaluations

Ensure US Government National Security initiatives and operations receive FAA support, and provide critical evaluated intelligence to senior FAA leadership in support of operational and policy decision-making by reviewing and sending 99% of request packages within specified timeframes; providing FAA Executives a minimum of 50 threat briefings annually; providing operational support to sensitive national defense and sensitive law enforcement operations with 100% response; and brokering information from relevant counterintelligence sources to facilitate security-related

decision making within specified timeframes.

Core Business Initiative: National Security Support and Intelligence Evaluations

The National Security and Intelligence Coordination Division (NSICD) coordinates and supports US Government National Security initiatives and operations as they pertain to the Federal Aviation Administration. NSICD conducts the following actions to accomplish their mission: NSICD is the FAA focal point for all threat matters involving the U.S. Intelligence and National-level Law Enforcement and responsible agent for providing operational support to sensitive national defense and sensitive law enforcement operations. NSICD in concert with the Department of Transportation's Office of Intelligence, Security and Emergency Response, receives and evaluates intelligence and aviation security event information. NSICD is building a counterintelligence program to minimize the exploitation of personnel, programs, and information by foreign intelligence services, drug traffickers, and terrorist organizations, identifies vulnerabilities that may be exploited, and maintains a defensive capability to mitigate these risks to the FAA. NSICD also provides intelligence and security briefings to FAA senior leadership, lines of business, program offices, and overseas representatives, and brokers information from relevant counterintelligence sources to facilitate security-related decision making, and provides defensive travel briefings to FAA Sensitive Compartmented Information (SCI) indoctrinated personnel traveling abroad. NSICD is also responsible for the implementation and management of FAA's SCI Program, which includes the nomination, adjudication, and indoctrination of personnel for SCI access, and oversight for all construction, certification, and management of SCI facilities within FAA. Lastly, NSICD is responsible for managing and protecting FAA's SCI programs, including networks, circuits, JWICS access, telecommunications and data.

Core Activity: Sensitive Compartmented Information (SCI) Management

Implement and manage FAA's SCI Program, through the nomination, adjudication, and indoctrination of personnel for SCI access.

Activity Target 1:

Review 99% of SCI request packages for suitability determination within seven business days. Due September 30, 2011

Activity Target 2:

Send 99% of SCI request packages meeting suitability determinations to the relevant security authority within five business days. Due September 30, 2011

Core Activity: Intelligence Analysis, Coordination and Facilitation

Evaluate intelligence and aviation security event information, and provide direct and tailored intelligence and security support to FAA senior leadership, lines of business, program offices, ASH joint office directors and overseas FAA representatives.

Activity Target 1:

Support 95% of Crisis Response Working Group (CRWG) meetings and Crisis Response Steering Group (CRSG) meetings with relevant threat intelligence information. Interact weekly with USTRANSCOM and Air Mobility Command intelligence elements regarding U.S.-flagged air carrier contract operations in conflict zones. Due September 30, 2011

Activity Target 2:

Provide FAA Executives one threat briefing weekly for 50 weeks of the fiscal year, and provide additional briefings as requested by FAA Executives, or as required by developing events. Due September 30, 2011

Activity Target 3:

Represent FAA in six interagency intelligence conferences, meetings or working groups during the fiscal year. Due September 30, 2011

Activity Target 4:

Provide 100% support to the Domestic Events Network (DEN) and the WOC as determined by national security events, utilizing existing work force or future intelligence watch personnel. Due September 30, 2011

Activity Target 5:

Participate in a minimum of 250 National Counterterrorism Center Secure Video Conferences. Due September 30, 2011

Core Activity: Support to Sensitive Activities

Provide operational support to sensitive national defense and sensitive law enforcement operations.

Activity Target 1:

Respond to 100% of requests for operational support from external customers within four business days. Due September 30, 2011

Activity Target 2:

Conduct quarterly liaison visits with relevant external customers or intelligence community members. Due September 30, 2011

Core Activity: Counterintelligence Support

Conduct counterintelligence activities which will foster an open exchange of sensitive and classified national security intelligence with senior-level FAA decision makers.

Activity Target 1:

Provide CI Awareness Briefings to a minimum of twelve senior FAA executives. Due September 30, 2011

Activity Target 2:

Conduct three liaison meetings with members of the U.S. Counterintelligence Community on a quarterly basis. Due September 30, 2011

Core Activity: Draft Order formalizing FAA Counterintelligence Program

AEO-300 will develop a FAA counterintelligence policy/order that supports U.S. national security matters and current national counterintelligence policies (e.g., Executive Order 12333, and PDD-24). This order will codify how AEO's Counterintelligence Branch will identify and defend FAA against espionage, sabotage, and other intelligence activities conducted for or on behalf of foreign powers, organizations, or persons, or their agents.

Activity Target 1:

Submit the draft order for ONCIX policy review. Due March 30, 2011

Activity Target 2:

Submit the draft order for internal ASH review. Due April 30, 2011

Activity Target 3:

Submit draft for external review. Due July 31, 2011

Core Activity: Development of a FAA Defensive Counterintelligence Program by 2018

Based on the 2010 Office of the National Counterintelligence Executive (ONCIX) Counterintelligence Program Blueprint, fully develop a FAA Defensive Counterintelligence Program over the next eight fiscal years. Perform the program management functions necessary to produce a robust, defensive counterintelligence capability for FAA.

Activity Target 1:

Identify key program management milestones. Due December 31, 2010

Activity Target 2:

Develop a time-phased plan to implement all applicable counterintelligence capabilities outlined in the ONCIX Blueprint within the eight-year planning cycle. Due March 30, 2011

Activity Target 3:

Draft all anticipated job descriptions and associated human resource costs. Due June 30, 2011

Activity Target 4:

Present the overall CI Program Management briefing, including the major program milestones, the time-phased implementation strategy, and the anticipated resource requirements to ASH-1/2 for

execution approval. Due September 30, 2011

Core Activity: Classified Intelligence Network Support

Maintain and support the critical FAA classified network environment for communications and collaboration efforts with the Intelligence and Law Enforcement Communities on the Joint Worldwide Intelligence Communications System (JWICS).

Activity Target 1:

Mission-Critical Systems will be accessible and available 24/7 with a 99.45% Availability (48 hours downtime). Due September 30, 2011

Core Business Target: Facility and Information Security

Improve the Facility Security Assessment/Inspection methodology by reducing the number of new "Other Findings" by 5%.

Core Business Initiative: Facility and Information Security

The ASH Security Division (AIN) supervises nationwide security program areas and provides program policy guidance, oversight and evaluations, and establishes activity targets. It provides operational Servicing Security Element (SSE) services to FAA Headquarters level customers and represents ASH and the FAA in various intradepartmental and inter-agency policy forums. AIN also supervises and provides Information Technology support to all ASH program levels and serves as the ASH Chief Information Officer.

Core Activity: Facility Security Management Program

ASH will conduct formal reviews of the Servicing Security Element's (SSE's) implementation of their Facility Security Management Program (FSMP). ASH will work with ATO/AJW-2500 (formerly ATO-W) during the process of implementing protective measures at FAA facilities. ASH will identify new security measures for implementation as a result of conducting trend analyses on FAA reported incidents.

Activity Target 1:

Conduct three regional program evaluations of facility security programs. Due September 30, 2011

Activity Target 2:

Update the web-based incident reporting system to reflect results of trend analysis conducted on incidents. Due September 30, 2011

Activity Target 3:

Conduct trend analysis of incidents in the Facility Security Reporting System (FSRS) database. Prepare recommendations for security improvements based on trend analysis and submit to ASH senior management for approval.

Due June 30, 2011

Activity Target 4:

Conduct an Internal Security Conference. Due September 30, 2011

Activity Target 5:

Conduct seven facility security assessments and outreach visits at FAA Washington Headquarters-leased office spaces and sites located away from the primary Headquarters facility. Due September 30, 2011

Activity Target 6:

Conduct Beta Testing of the Domestic Visitor Program. Due June 30, 2011

Activity Target 7:

Provide draft rewrite of FAA Order 1600.74 (Visitor Procedures for FAA Facilities). Due September 30, 2011

Activity Target 8:

Conduct at least one (1) facility security assessment and/or outreach visit to each FAA Region by their assigned Headquarters Action Officer. Due September 30, 2011

Activity Target 9:

Establish an Internal Security Management Information System (ISMIS) working group and develop a draft requirements document for the new system. Due December 31, 2010

Activity Target 10:

Provide the draft Technical Reference Manual (TRM) to the SSEs for review and comment. Due December 31, 2010

Activity Target 11:

Provide the draft 1600.69C to LOBs/SOs for review and comment. Due March 31, 2011

Activity Target 12:

Implement the enterprise-wide visitor control system for both domestic and international visitors. Due September 30, 2011

Core Activity: COMSEC and Classified/National Security Information/Controlled Unclassified Information (C/NSI/CUI)

The needed security measures and oversight will be implemented for the expansion within the FAA of processing C/NSI and CUI information in electronic form and an electronic keying environment of COMSEC. This also includes the required certification and accreditation of National Security Systems.

Activity Target 1:

Develop draft policies that define NSS C&A processes for the FAA. Due September 30, 2011

Activity Target 2:

Develop draft policy for standalone non-networked National Security Computer Systems

and have it coordinated through ASH for release to LOBs/SOs. Due July 31, 2011

Activity Target 3:

Develop draft policy for standalone networked National Security Computer Systems and have it coordinated through ASH for release to LOBs/SOs. Due July 31, 2011

Activity Target 4:

Develop draft policy to implement Electronic Key Management System (EKMS) infrastructure for the COMSEC Program. Due September 30, 2011

Activity Target 5:

Revise policies and procedures for FAA's Classified National Security Information Program to address requirements identified in Executive Order 13526 and the implementing directive issued from the Information Security Oversight Office (ISOO). Due September 30, 2011

Activity Target 6:

Develop an Information Security course for security professionals (i.e. Servicing Security Elements, Classified Information Security Managers, Security Specialists, etc.) to address basic and advanced safeguarding methods, secure area evaluations and approvals, management and oversight responsibilities, and compliance and reporting requirements for classified operations within FAA Organizations. Due September 30, 2011

Activity Target 7:

Develop policies and procedures for evaluating and approving areas for classified operations. Policies and procedures will address existing classified operating areas as well as newly established or proposed operating areas. Due September 30, 2011

Activity Target 8:

Develop a draft COMSEC Responsible Officer Handbook that provides procedures on how to implement the new EKMS infrastructure policy. Due September 30, 2011

Activity Target 9:

Develop draft revised policy FAA Order 1600.75 Sensitive Unclassified Information (SUI) and have it coordinated through ASH for release to LOBs/SOs. Due July 31, 2011

Activity Target 10:

Develop draft policy for Export Controlled Information (ECI) and have it coordinated through ASH for release to LOBs/SOs. Due July 31, 2011

Activity Target 11:

Develop policies and procedures for Sensitive Unclassified Information Incident response process and have it coordinated through ASH for release to LOBs/SOs. Due July 31, 2011

Activity Target 12:

Develop Sensitive Unclassified Information (SUI) awareness and outreach program for all FAA

employees to address basic safeguarding methods and reporting requirements for SUI within FAA Organizations. Due September 30, 2011

Activity Target 13:

Develop Sensitive Unclassified Information (SUI) management course in conjunction with the Information Security course for security professionals (e.g. Servicing Security Elements, Classified Information Security Managers, Security Specialists, etc.) to address basic and advanced safeguarding methods, management and oversight responsibilities, and compliance and reporting requirements for SUI operations within FAA Organizations. Due September 30, 2011

Activity Target 14:

Develop FAA's Export Controlled Information (ECI) program in accordance with governing directives and standards. Due September 30, 2011

Activity Target 15:

Develop FAA's Controlled Unclassified Information (CUI) program to address transitioning from the SUI program and anticipated requirements to be identified by Executive Order and the implementing directive issued from the National Archives and Records Administration (NARA). Due September 30, 2011

Core Activity: TSCM Surveys and Inspections

ASH will conduct Technical Surveillance Countermeasures surveys and inspections to determine compliance with FAA Order 1600.12. All FAA COMSEC enclosures are being provided with new Intrusion Detection Systems (IDS), due to new security requirements in Chapter 7 of 1600.69. This construction modification of the enclosures will require a TSCM Certification inspection in accordance with FAA Order 1600.12, with (9) inspected in FY 2012. The FAA will be constructing new Open Storage Control Secure Rooms within the Regions/Centers. These new secure rooms will be processing/discussing classified material at the SECRET/TOP SECRET level. These rooms will require a TSCM certification inspection on a recurring basis as deemed necessary by the National Program Manager for Secure Room Accreditations. It is presently estimated that the FAA will have at a minimum (12) sites with (6) inspected in FY 2012.

The FAA will be constructing new Open Storage Control Secure Rooms within the Regions/Centers. These new secure rooms will be processing/discussing classified material at the SECRET/TOP SECRET level. These rooms will require a TSCM certification inspection every two years. It is presently estimated that the FAA will have at a minimum (12) sites with (6) inspected in

FY 2012.

Activity Target 1:

Conduct 15 TSCM surveys or inspections. Due September 30, 2011

Activity Target 2:

Conduct 40 hours of Specialized Technical Surveillance and Countermeasures training as required by federal mandates. Due September 30, 2011

Activity Target 3:

Revise and develop policies and procedures for FAA's Technical Surveillance and Countermeasures program to ensure compliance with Intelligence Community Directive (ICD) 702 and other federal mandates. Revisions to policies and procedures will address emerging technologies and technological advances that may have an adverse impact on the safeguarding of Sensitive FAA information (Classified and Sensitive Unclassified Information). Due September 30, 2011

Core Activity: Credentialing

ASH Headquarters will conduct program evaluations and inspections on the implementation of each credentialing program within the FAA to determine their compliance with FAA Orders 1600.25 and 1600.69, DOT Order 1680.3, and specific credential program orders.

Activity Target 1:

Conduct 2 inspections of current FAA Credentialing Programs. Due July 31, 2011

Activity Target 2:

Replace all FAA active credentials without expiration dates with new credentials bearing an expiration date of five years from the date of issue. Due September 30, 2011

Activity Target 3:

Revise FAA Order 1600.25, FAA Identification Media, Official Credentials, Passports, and Vehicle Identification Media and coordinate through ASH for publication to LOBs/SOs. Due September 30, 2011

**Core Business Target:
Personnel Security**

ASH's automation of background investigations has decreased processing time by 300%.

Process background investigations within 10 days through eQIP and adjudicate background investigations within 30 days of receipt of OPM investigations 80% of the time.

Core Business Initiative: Personnel Security

The Personnel Security program develops and/or implements policy, as required, for the FAA's Personnel Security Program, Contractor and Industrial Security Program. These programs support the agency by initiating and adjudicating all employee and contractor suitability and security requests. AIN is responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. AIN serves as the adjudicative authority over all agency security clearance denials and revocations.

Core Activity: Background Investigations

AIN will conduct background investigations on FAA employees and contractors using the electronic Questionnaire for Investigation Processing (eQIP).

Activity Target 1:

80% of contractor fingerprints will be adjudicated within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 2:

80% of contractor background investigations will be adjudicated within 30 days of the closing date of the OPM investigation. Due September 30, 2011

Activity Target 3:

80% of employee fingerprints will be adjudicated within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 4:

Employee national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation 80% of the time. Due September 30, 2011

Activity Target 5:

ASH will process all security background investigations through the use of the OPM eQIP system with 95% completion. Due September 30, 2011

**Core Business Target:
Investigations**

Complete 95% of all investigations within their specified timeframes.

**Core Business Initiative:
Investigations**

The Investigation Division (AEO-500) initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airman suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries. It also develops and implements policy, as required, for the FAA's Investigations Program and

serves as the investigative authority over agency employee misconduct and applicable airmen revocations.

Core Activity: Allegations of Misconduct

ASH will investigate all allegations of misconduct by FAA employees, contractors, non-employees and certificated airman suspected of violating various FAA orders and regulations.

Activity Target 1:

Assign allegations of misconduct received from the Department of Transportation, Office of Inspector General Hotline (DOT/OIG), Safety Hotline, Administrator's Hotline, the Accountability Board, and FAA Senior Management Officials to the appropriate SSE for investigation. Due September 30, 2011

Activity Target 2:

Complete 95% of investigations based upon Department of Transportation, Office of Inspector General Hotline (DOT/OIG) complaints within DOT/OIG's various specified times of 30, 60, or 90 days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 3:

Complete 95% of Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 4:

Complete 95% of investigations based upon Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 5:

Refer information that falls outside the scope of the ASH investigative mission to the appropriate agency with primary investigative jurisdiction. Due September 30, 2011

Core Activity: Investigations Program

Implement and manage the Investigations Program in accordance with FAA Orders 1600.38 and 1600.20.

Activity Target 1:

Conduct one Joint Office investigative program evaluation. Due September 30, 2011

Activity Target 2:

Conduct bi-monthly Significant Investigations briefings for ASH 1/2 as their schedules permit. Due September 30, 2011

Activity Target 3:

Review the Investigations program, develop, and implement policy, as required. Due September 30, 2011

Activity Target 4:

Conduct an Investigations Training Conference if funding is available. Due September 30, 2011

Activity Target 5:

Provide Headquarters detail opportunities for Regional Special Agents, as funding permits. Due September 30, 2011

Core Activity: Law Enforcement Assistance Program

ASH will conduct regulatory investigations on airman and aircraft involved in illegal drug activity or threatening National Security by using the National Airspace System (NAS) to commit criminal acts.

Activity Target 1:

Review the LEAP program, develop and implement policy and outreach materials as required. Due September 30, 2011

Activity Target 2:

Visit two counterpart agencies to maintain and improve working relationships. Due September 30, 2011

Activity Target 3:

Provide briefings to other agencies, as requested. Due September 30, 2011

Activity Target 4:

Review the Prison Match program and make adjustments as necessary. Due September 30, 2011

Activity Target 5:

Assign prison matches to the appropriate SSE for investigation. Due September 30, 2011

Activity Target 6:

Assign LEAP requests for assistance to the appropriate SSE as necessary. Due September 30, 2011

Core Business Target: Common Identification Standard (CIS)

Issue PIV cards to 100% of identified federal employees and eligible contractor employees.

Core Business Initiative: Common Identification Standard (CIS)

The Common Identification Standard (CIS) Program is within the Identification Media Division (AIN-600) which ensures the integrity and security of FAA Identification Media carried by all FAA employees and contractors. The CIS Program covers the spectrum of activities to comply with and take maximum advantage of the new federal CIS. By Presidential Order (HSPD-12) the federal government is adopting a government-wide CIS. Implementing guidance from OMB and technical specifications issued by the National Institute of Standards and Technology (NIST), pursuant to the Presidential Order require both the creation of new technical systems and

changes in business practice for all elements of the FAA.

Core Activity: ID Media

ASH shall continue to develop and implement the Common Identification Standard as instituted by Homeland Security Presidential Directive -- 12 (HSPD-12) agency-wide, to include DOT, in accordance with standards developed. ASH shall provide guidance and oversight on the issuance of FAA credentials to include the PIV card.

Activity Target 1:

Complete issuance to remaining FAA employees and contractors identified to receive the PIV card. Due April 30, 2011

Activity Target 2:

Tech refresh for the 17 sites that were created in FY2008. Due September 30, 2011

Activity Target 3:

PAD enhancements to support non-federal PKI and PIV interoperable cards support. Due September 30, 2011

Activity Target 4:

Design and implement Temporary PIV Access Control Cards. Provide these cards to the ASH regional offices and centers to begin issuance of these cards. Due September 30, 2011

Activity Target 5:

Test using MyID8. Extensive support and effort will begin this fiscal year in converting our existing Card Management System (CMS) to version 8. Due September 30, 2011

Core Business Target: Safe Transport of Hazardous Materials

Ensure that hazmat priorities are current and relevant by conducting a quarterly evaluation of the Strategic Plan with PHMSA. Adjust plan within 90 days when the quarterly evaluation calls for changes.

Core Business Initiative: Safe Transport of Hazardous Materials

The Office of Hazardous Materials (ADG) provides regulatory oversight of hazardous materials transported in cargo and passenger operations and supports the FAA's goal to continuously improve the safety and efficiency of flight. The Office of Hazardous Materials Compliance & Enforcement Division (ADG-100) manages the planning, development, implementation, and operational policy for implementation strategies of hazardous materials regulations within the domestic United States and the coordination of these activities in each of the regional offices.

Core Activity: Automated Outreach

Airlines are required to provide the appropriate Hazardous Materials Regional Office with reports

(actionable airline passenger hazmat discrepancy reports) after hazardous materials are discovered in passenger checked baggage. Reports involving the discovery of certain hazardous materials, i.e., those that are determined to be non-critical (least dangerous), are forwarded to ADG. Through a letter, ADG informs and educates each identified passenger about the hazardous materials discovered in their respective checked baggage.

Activity Target 1:

Monitor regional compliance with the goal of responding to 80% of actionable airline passenger hazmat discrepancy reports through automated outreach on a quarterly basis. Due September 30, 2011

Core Activity: Coordination with Transportation Security Administration (TSA)

ADG will build a stronger relationship with the Transportation Security Administration for the purpose of gathering data for trend analysis in order to target our activities for inspections, outreach and enforcement.

Activity Target 1:

Meet with the TSA twice per year in order to propose, establish, and/or coordinate safety efforts and to ensure adherence with procedures established in the Memorandum of Understanding established on February 28, 2003. Due September 30, 2011

Activity Target 2:

Coordinate with TSA to develop joint covert testing protocols for implementation in FY2011. Due September 30, 2011

Activity Target 3:

Continuously monitor the potential impact of TSA's enhanced cargo screening procedures on the Hazardous Materials Safety Program, as they relate to undeclared shipments, through annual on-site evaluations. Due September 30, 2011

Core Activity: National Inspection and Investigations Manual (NI2M)

ADG will ensure the completion, currency, dissemination and use of the NI2M.

Activity Target 1:

Monitor the use of the NI2M on a quarterly basis through methods that include semi-annual site visits to ensure consistency in conducting inspections and investigations. Due September 30, 2011

Activity Target 2:

Work with the Training and Workforce Resources staff to develop technical training, including refresher training if necessary, on the NI2M and other hazardous materials topics, thus providing specific operational guidance and updated

knowledge to all hazardous materials field agents. Due September 30, 2011

Activity Target 3:

Evaluate the NI2M annually and provide updates as necessary. Due September 30, 2011

Core Activity: Trend Analyses

ADG will conduct qualitative and quantitative analyses of all hazardous materials being transported by air. This will enhance ADG's trend analyses in identifying risk based commodities. Information developed will provide a baseline prediction for the identification of safety risks and enable more precise targeted enforcement initiatives.

Activity Target 1:

Continuously evaluate hazardous materials enforcement and inspection systems, and adjust as necessary, to ensure the needed information is obtainable, and to make better use of information that is developed. Due September 30, 2011

Activity Target 2:

Participate in the development of the Customs and Border Patrol (CBP) Automated Commercial Environment/International Trade Data System (ACE/ITDS) through DOT's International Freight Data System (IFDS) portal to gain information on international air transportation of hazardous materials useful in enforcement and outreach activities. Due September 30, 2011

Activity Target 3:

Attend two meetings each year with FAA's Office of Aviation Research and Development (Tech Center) or with external professional testing organizations on hazardous materials testing, such as fire hazards and packaging in air transportation environments, the results of which are used to set industry standards, identify potential regulatory changes, and develop and coordinate guidance useful for setting policy. Due September 30, 2011

Activity Target 4:

Use developed trend analyses to prioritize hazardous material field activities semi-annually. Due September 30, 2011

Core Activity: Public Service Activities

ADG will continue to pursue distribution of outreach materials and conduct public service activities to identify to passengers the safety ramifications of transporting undeclared hazardous materials in air transportation.

Activity Target 1:

In coordination with Public Affairs through quarterly meetings, develop new approaches and products and update existing processes and products for effective outreach. Due September 30, 2011

Activity Target 2:

Continue to coordinate with PHMSA on a quarterly basis to place previously developed signage and/or to implement a passenger acknowledgment process during electronic ticketing/checkin at strategic locations at all domestic airports to inform passengers, and update as necessary. Due September 30, 2011

Core Activity: National/International Outreach Program

ADG will conduct outreach activities per the National/International Outreach Program plan in order to increase awareness of the dangers of hazardous materials transported on domestic and international passenger and cargo aircraft. The plan will include outreach activities concerning critical commodities (Oxygen generators, flammable gas torches/lighters, gasoline-powered devices, fireworks, lithium batteries) and other selected high profile commodities.

Activity Target 1:

Provide three (3) National or International Outreach presentations to educate the public, industry, air carriers, and aviation industry associations on the safe transportation of hazardous materials by air. Due March 31, 2011

Activity Target 2:

Through the National Workplan, ensure the planning and coordination of a Special Emphasis Inspections (SEI) focusing on Lithium Batteries following publication of final regulatory changes. This multimodal SEI will feature inspections, outreach and enforcement on a national scale. Due September 30, 2011

Activity Target 3:

Write course content and provide training annually to national/international audience, including those responsible for developing and implementing safety enhancement projects, on air transportation of hazardous materials, in collaboration with ASH-20 or external organizations. Due September 30, 2011

Core Activity: Hazardous Materials Inspection Priorities

ADG will establish inspection priorities through the National Workplan.

Activity Target 1:

Develop an ASH Hazardous Materials Safety Program National Workplan that sets inspection priorities for the new fiscal year. Due September 15, 2011

Activity Target 2:

Monitor progress on the ASH Hazardous Materials Safety Program National Workplan on a quarterly basis. Due September 30, 2011

Core Activity: Implement Safety Management System

ADG will lead the ASH Hazardous Materials Safety Program's integration into FAA's air carrier Safety Management System to ensure that HMR oversight of Parts 121 and 135 air carriers is consistent with FAA and ICAO obligations through coordination with the Regions and relevant FAA offices.

Activity Target 1:

Develop an implementation plan for the integration of Parts 121 and 135 air carriers' hazardous materials operations into SMS. Due September 30, 2011

Core Activity: National Transportation Safety Board (NTSB) Safety Recommendations

ASH will support National Transportation Safety Board investigations and coordinate safety recommendations.

Activity Target 1:

Identify requirements necessary to effectively address and/or to support FAA's response to hazardous materials related NTSB recommendations within six months of ADG receiving recommendations from the NTSB. Due September 30, 2011

Core Business Target: Crisis Response and Notification

Conduct quarterly revalidations of the Lines of Business (LOB) crises response and notification requirements and update all requests within 10 calendar days. Conduct quarterly relocation exercises and "Incident Reviews" 100% of the time.

Core Business Initiative: Crisis Response and Notification

The Washington Operations Center Complex (WOCC) (AEO-100) maintains command, control and communications for the Administrator and senior FAA management and monitors activity within the national airspace system (NAS) for the entire agency 24 hours a day/seven days per week. The WOCC performs a myriad of functions utilizing multiple redundant systems to ensure the Administrator maintains continuity of operations and control, particularly during crises or emergency operations. AEO maintains lines of communications with multiple government agencies and industry in order to ensure smooth operation of the national airspace system.

Core Activity: AEO - Crisis Response and Notification Requirements

ASH will conduct a revalidation of the Lines of Business (LOB) crises response and notification requirements and will support Agency LOBs in responding to incidents of national significance and major events affecting the FAA and the NAS.

Activity Target 1:

Poll all LOBs quarterly for changes to notification requirements. Due September 30, 2011

Activity Target 2:

Make all updates within 10 calendar days. Due September 30, 2011

Core Activity: AEO - Washington Operations Center Complex (WOCC)

In support of the Administrator, Deputy Administrator, senior FAA management, and the entire agency, 24 hours a day/seven days per week and during emergency operations, the WOCC will conduct the following activities during FY 2011:

Activity Target 1:

Conduct a relocation exercise each quarter to improve response time and ensure continuity of operations in the WOCC functions at the relocation facilities. Exercises will include the transfer of communications to the WOCC back up facility, ASW C-ROC. One exercise will include the transfer of communications to a C-ROC other than ASW ROC to act as the WOCC back-up facility. Due September 30, 2011

Activity Target 2:

To maintain and improve working relationships with counterpart operations centers, WOCC personnel will visit at least two area operations centers for familiarization tours; and the WOCC will provide briefings and tours to representatives of two area operation centers. A visit or tour will be conducted each quarter. Due September 30, 2011

Activity Target 3:

Conduct "Incident Reviews" with employees 100% of the time in response to the mishandling of an event; complaints from customers; or on unusual events requiring special handling, to ensure operational readiness and operational proficiency are maintained. Due September 3, 2011

Core Business Target: Command and Control Communications

Ensure the availability of command and control communications support to the Washington Operations Center Complex and regional entities by conducting bi-monthly satellite exercises and quarterly Communications Support Team equipment testing. Ensure the viability and continuity of operations facilities and procedures by updating Continuity cadre information and conducting training quarterly. Ensure that Division and supporting personnel have adequate access to and training in the operation of secure communications equipment by conducting quarterly national secure facsimile exercises.

Core Business Initiative: Command and Control Communications

Emergency Communication Division (AEO-400) provides solutions to analyze, engineer, implement, train and maintain devices and tools to support the Agency's Emergency Operations Communication (EOC) requirements, to include Continuity of Operations (COOP) and Continuity of Government (COG) efforts. AEO-400 also deploys its Communications Support Team (CST) throughout the U.S. to support FAA national security and emergency response requirements associated with crises, incidents, and special events.

Core Activity: Command and Control Communications

ASH will ensure the availability of command and control communications support to the Washington Operations Center Complex and regional entities by planning, procuring, engineering, designing, testing, implementing/fielding command and control communications, including classified messaging equipment FAA-wide.

Activity Target 1:

Conduct national bi-monthly satellite exercises to ensure continued system viability, and arrange for maintenance and repair as required. Due September 30, 2011

Activity Target 2:

Conduct quarterly testing of Communications Support Team van equipment to ensure system readiness. Due September 30, 2011

Core Activity: AEO - Communications Security and INFOSEC Management

ASH will ensure that Division and supporting personnel have adequate access to and training in the operation of secure communications equipment by providing national level management, training and policy guidance on the FAA-wide secure voice and facsimile program and support various classified programs.

Activity Target 1:

Provide support to the secure voice portion of the COMSEC training course, both in course development and instruction, as required. Due September 30, 2011

Activity Target 2:

Conduct quarterly national secure facsimile exercises to ensure continued system viability and to identify maintenance issues. Due September 30, 2011

Core Business Target: Crisis Management and Contingency Planning

Ensure a national emergency operations plan and structure exists to support national and regional

operations during any serious or catastrophic incidents and National Special Security Events by notifying FAA cadre members within 30 minutes of all initial deployment requests, and processing all Government Emergency Telecommunications Service cards and Wireless Priority Service applications within 2 business days of requests. Ensure the viability and continuity of operations facilities and procedures by updating Continuity cadre information and conducting training quarterly.

Core Business Initiative: Crisis Management and Contingency Planning Function

Through an integrated system of policy, procedures, personnel, facilities, and communications, the Emergency Operations Division (AEO-200) ensures FAA officials have timely, decision-quality information to plan and then direct essential operations in times of crisis--both natural and man-made. It also issues policy and guidance for Continuity planning, for COOP, and implementation and serves as the Command Authority for secure telecommunications for all FAA users.

Core Activity: AEO - Planning, Preparation and Response for Serious or Catastrophic Incidents

ASH will ensure a national emergency operations plan and structure exists to support national and regional operations during any serious or catastrophic incidents (natural or technological disasters, terrorism incidents, wide-spread communications outages, etc.) and National Special Security Events (NSSE); and to provide national level management, training, exercises and policy guidance regarding emergency preparedness and response.

Activity Target 1:

Perform Emergency Event Coordinator duties as required in accordance with FAA Order 1900.1, as amended. Due September 30, 2011

Activity Target 2:

Participate in appropriate interagency exercises as scheduled by DHS, DOD, or other governmental agencies and produce after-action reports as required. Due September 30, 2011

Activity Target 3:

Ensure Situation Reports are published during significant events that actually or potentially impact the FAA and produce after-action reports as required. Due September 30, 2011

Activity Target 4:

Provide overall management and train cadre members and provide adequate appropriately cleared staffing for a 24/7 on-call schedule for the Department of Transportation's Crisis Management Center. Begin notification of FAA cadre members within 30 minutes of initial

request for deployment. Due September 30, 2011

Activity Target 5:

Provide National Communications System (NCS) Government Emergency Telecommunications Service (GETS) cards and training to FAA Headquarters Senior Executives and to persons identified with emergency essential functions. Process applications for GETS cards within 2 business days of request. Due September 30, 2011

Activity Target 6:

Continue to maintain the National Communications System (NCS) Wireless Priority Service (WPS) cellular system within FAA. Process applications for WPS within 2 business days. Due September 30, 2011

Core Activity: AEO - Continuity of Operations

ASH will ensure that viable continuity of operations facilities and procedures, to include communications and logistics, are continually available and regularly exercised through readiness exercises and training, maintaining continual facility operational capability, and Continuity cadre management.

Activity Target 1:

Verify and update contact information of Continuity cadre members quarterly. Due September 30, 2011

Activity Target 2:

Conduct quarterly training meetings or exercises at FAA Headquarters or at the relocation facility. Due September 30, 2011

Activity Target 3:

Participate in secure communications tests as required. Due September 30, 2011

Core Business Target: Center and Executive Operations

ASH's Office of Center and Executive Operations has a two-fold mission. First, it implements ASH's internal security mission at the Mike Monroney Aeronautical Center and the William J. Hughes Technical Center by ensuring completion of key internal security activities assigned to the Centers. Second, it maintains lines of communications between the Deputy Assistant Administrator for Security and Hazardous Materials and other ASH executives and managers at headquarters and in the field. The office measures this performance by maintaining a 90 percent completion rate of key work activities and the Core Business Initiatives.

Core Business Initiative: Mike Monroney Aeronautical Center Internal Security Operations

The Security and Investigations Division, AMC-700 implements ASH internal security programs through

the Internal Security Branch, AMC-750 which includes: personnel security programs, background investigations, internal investigations, identification media, facility security and communication security inspections and assessments. Regulatory Enforcement and external support programs are administered through the Regulatory Investigations Branch, AMC-760. These programs consist of the national DUI/DWI enforcement program, airmen/aircraft regulatory enforcement programs, and assistance rendered to federal, state, local law enforcement agencies, ASH Headquarters and field elements.

Core Activity: Background Investigations

AMC will conduct background investigations on FAA employees and contractors using the electronic Questionnaire for Investigation Processing (eQIP).

Activity Target 1:

80% of contractor fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 2:

80% of employee fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 3:

80% of suitability investigations will be adjudicated within 60 days of the closing date of the OPM investigations. Due September 30, 2011

Activity Target 4:

80% of contractor national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation. Due September 30, 2011

Activity Target 5:

80% of employee national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation. Due September 30, 2011

Core Activity: Administrative Investigations

AMC will investigate allegations of misconduct by FAA employees and contractors.

Activity Target 1:

Complete 95% of all Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 2:

Complete 95% of all investigations based upon Safety Hotline complaints and Administrator's Hotline complaints within 30 workdays, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 3:

Complete 95% of investigations based upon Department of Transportation, Office of Inspector General (DOT/OIG) Hotline complaints within DOT/OIG's various specified times of 30, 60, or 90 days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Core Activity: Regulatory Investigations

AMC will conduct regulatory investigations on airmen and aircraft and individuals involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

Activity Target 1:

Initiate preliminary regulatory investigations of airmen when information is received or made available that they are in alleged noncompliance with alcohol-related motor vehicle action reporting requirements within five business days 95% of the time. Due September 30, 2011

Activity Target 2:

Conduct a minimum of eight outreach activities to educate the aviation community about the reporting requirements of alcohol related motor vehicle actions. Due September 30, 2011

Activity Target 3:

Support the Civil Aviation Registry, located at the Aeronautical Center by conducting preliminary investigations or referrals. As needed, transfer to the applicable Joint Office of Security and Hazardous Materials or Flight Standards District Office for further investigation. Preliminary investigations and/or referrals will be accomplished within five business days of receipt 95% of the time. Due September 30, 2011

Core Activity: Law Enforcement Assistance

AMC will support law enforcement agencies and conduct and refer investigations on airmen and aircraft involved in illegal drug activity or who threaten National Security by using the National Airspace System to commit criminal acts.

Activity Target 1:

Ensure initial response to inquiries from federal, state, law enforcement, ASH headquarters and field elements with 24 hours of request 95% of the time. Due September 30, 2011

Activity Target 2:

Conduct preliminary investigations of referrals from the Transportation Security Administration (TSA) and transfer to the applicable geographical SSE as warranted within five business days of referral 95% of the time. Due September 30, 2011

Activity Target 3:

Review annually all flagged files (airman, aircraft and medical) to validate requests. Due September 30, 2011

Activity Target 4:

Coordinate and review stolen aircraft data with the El Paso Intelligence Center (EPIC) on a monthly basis to ensure accuracy. Due September 30, 2011

Core Activity: Facility Security Management Program

AMC will conduct facility security assessments and inspections at AMC facilities to determine the status of the facility security management program and compliance with FAA Order 1600.69.

Activity Target 1:

Conduct facility security assessments at AMC facilities as required by FAA Order 1600.69 and scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the target date. Quarterly evaluations will be conducted to determine status throughout the year. Due September 30, 2011

Activity Target 2:

Conduct facility security inspections at AMC facilities as required by FAA Order 1600.69 and scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the target date. Quarterly evaluations will be conducted to determine status throughout the year. Due September 30, 2011

Core Activity: COMSEC and Classified Program Inspections

AMC will conduct Communications Security (COMSEC) inspections and inspect areas that store classified national security information to determine compliance with FAA Order 1600.8E, FAA Order 1600.2, and other relevant directives.

Activity Target 1:

Conduct COMSEC inspections at FAA facilities as required by the Center workplan. This activity target will be measured against the completion of all COMSEC inspections by the target date. Evaluations will be conducted at the end of each quarter and compared against interim milestones contained in the workplan. Due September 30, 2011

Activity Target 2:

Conduct classified information inspections at FAA facilities as required by the Center workplan. This activity target will be measured against the completion of all classified information inspections by the target date. Evaluations will be conducted at the end of each quarter and compared against interim milestones contained in

the workplan. Due September 30, 2011

Core Activity: ID Media

AMC will issue PIV cards to eligible FAA employees and contractors.

Activity Target 1:

Issue Personal Identity Verification (PIV) compliant identification (ID) media to MMAC employees and contractors per FAA Order 1600.78. In FY11, determine the baseline metric of the percentage of employees and contractors issued PIV cards to be used as a target in future years. Due September 30, 2011

Activity Target 2:

Issue PIV compliant ID media to air traffic control students attending training at the FAA Academy (AMA). In FY11, determine the baseline metric of the percentage of air traffic control students issued PIV cards to be used as a target in future years. Due September 30, 2011

Activity Target 3:

Meet quarterly with AMA officials to evaluate the process of issuing PIV compliant ID media to air traffic control students and make operational changes as necessary. Due September 30, 2011

Core Business Initiative: William J. Hughes Technical Center Internal Security Operations

The Security and Investigations Division, ACT-8, will serve as the Servicing Security Element (SSE)/liaison between the FAA Tech Center and the many federal, state, municipal and private sector tenant organizations located within its campus. ACT-8 will ensure compliance with all ASH security policies, regulations and orders in support of its mission to provide quality services, and in support of national security and the national aerospace system. This function will be carried out in a timely, professional, respectful and courteous manner, ensuring that our customers receive stellar services in a manner that reflects favorably on ASH and the FAA, consistent with a high performing, efficient organization.

Core Activity: Background Investigations

ACT will continue to support and administer the FAA's Personnel Security Program, and Contractor and Industrial Security Program by initiating and adjudicating all employee and contractor suitability and security requests. ACT is responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approve for security clearances and access to classified information. ACT will conduct background investigations on FAA employees and contractors using the electronic Questionnaire for Investigation Processing (eQIP).

Activity Target 1:

80% of contractor fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 2:

80% of employee fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 3:

80% of suitability investigations will be adjudicated within 60 days of the closing date of the OPM investigations. Due September 30, 2011

Activity Target 4:

80% of contractor national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation. Due September 30, 2011

Activity Target 5:

80 % of employee national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation. Due September 30, 2011

Core Activity: Facility Security Management Program

ACT will conduct facility security assessments and inspections at ACT facilities to determine the status of the facility security management program and compliance with FAA Order 1600.69.

Activity Target 1:

Conduct facility security assessments at ACT facilities as required by FAA Order 1600.69 and scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the target date. Quarterly evaluations will be conducted to determine status throughout the year. Due September 30, 2011

Activity Target 2:

Conduct facility security inspections at ACT facilities as required by FAA Order 1600.69 and scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the target date. Quarterly evaluations will be conducted to determine status throughout the year. Due September 30, 2011

Core Activity: COMSEC and Classified Program Inspections

ACT will conduct Communications Security (COMSEC) inspections and inspect areas that store classified national security information to determine compliance with FAA Order 1600.8E, FAA Order 1600.2, and other relevant directives.

Activity Target 1:

Conduct COMSEC inspections at FAA facilities

as required by the Center workplan. This activity target will be measured against the completion of all COMSEC inspections by the target date. Evaluations will be conducted at the end of each quarter and compared against interim milestones contained in the workplan. Due September 30, 2011

Activity Target 2:

Conduct classified information inspections at FAA facilities as required by the Center workplan. This activity target will be measured against the completion of all classified information inspections by the target date. Evaluations will be conducted at the end of each quarter and compared against interim milestones contained in the workplan. Due September 30, 2011

Core Activity: ID Media

ACT will issue PIV cards to eligible FAA employees and contractors. ACT will continue to support ASH's efforts to continue implementation of directives as stated in HSPD-12, to include the PIV card. Additionally, ACT will continue to serve as liaison between ASH and the Technical Center, as it pertains to the development and implementation of the Access Key Credentialing System (AKCS).

Activity Target 1:

Issue Personal Identity Verification (PIV) compliant identification (ID) media to ACT employees and contractors per FAA Order 1600.78. In FY11, determine the baseline metric of the percentage of employees and contractors issued PIV cards to be used as a target in future years. Due September 30, 2011

Activity Target 2:

Establish a PIV Card processing and issuance to accommodate the PIV process for the swing and midnight shift FAA employees and contractors. Due September 30, 2011

Activity Target 3:

Continue to assist and provide guidance to the AKCS developers to ensure compliance with ASH policies, directives, and regulations as it pertains to the control, distribution and retrieval of access key cards to the federal and contractor workforce, as well as the various tenant organizations located on the Technical Center campus. Due September 30, 2011

Core Activity: ACT Wildlife Management

ACT will administer the security requirements pertaining to the wildlife management control-hunting program conducted on the ground of the William J. Hughes Technical Center (WJHTC).

Activity Target 1:

Maintain an initial activity report prior to commencement of hunting activities and an after-action report upon completion of the hunting season. Due September 30, 2011

Activity Target 2:

ACT will file an immediate report to Headquarters on any hunting accident or illegal hunting activity. A detailed report will be completed and forwarded within 24 hours. Due September 30, 2011

**Core Business Target: Eastern Joint Security and Hazardous Materials Office (AHE):
Inspections and Investigations**

Maintain a level of service commensurate with 100% of the targets of key work plan activities. This performance measure is reflected as a percentage derived from the weighted average of key Hazmat and Internal Security activities. These activities are defined as (1) shipper and repair station inspections (weight = .2); (2) air carrier inspections (weight = .2); (3) outreach efforts (weight = .05); (4) facility security inspections (weight = .2); (5) COMSEC inspections (weight = .05); (6) background investigations (weight = .2); and investigative timelines (weight = .1).

Core Business Initiative: Hazardous Materials

AHE hazardous materials agents will conduct inspections of shippers of hazardous materials that were identified during routine air carrier inspections; shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations; air carriers and repair stations that ship hazardous materials by air.

Core Activity: Inspections

AHE will conduct inspections of the following: shippers of hazardous materials by air that were identified during routine air carrier inspections; shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations; air carriers that ship hazardous materials; and repair stations that ship hazardous materials by air.

Activity Target 1:

Conduct shipper and repair station inspections as identified in the AHE Hazardous Materials Work plan and measure against the completion of all shipper and repair stations by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the Hazardous Materials Work plan. Due September 30, 2011

Activity Target 2:

Conduct air carrier station inspections as identified in the AHE Hazardous Materials Workplan and measure against the completion of all air carrier station inspections by the target date. Evaluate at the end of each quarter and

compared against interim milestones published in the AHE Hazardous Materials Workplan. Due September 30, 2011

Activity Target 3:

Monitor the use of the NIIM on a quarterly basis to ensure consistency in conducting inspections and investigations. Due September 30, 2011

Activity Target 4:

Use trend analysis developed by ADG to prioritize hazardous material field activities quarterly. Due September 30, 2011

Activity Target 5:

Review all air carrier Hazardous Material training programs and manuals submitted by the Flight Standards office holding the air carrier certificate. Due September 30, 2011

Activity Target 6:

Notify the Flight Standards office of any required changes or approval within 45 calendar days of receipt. Due September 30, 2011

Core Activity: Outreach - Critical Commodities

AHE will better educate the public, industry, and air carriers in the safe transportation of Hazardous Materials by air.

Activity Target 1:

Conduct outreach activities to shippers of critical hazmat commodities as required by the AHE WorkPlan. Due September 30, 2011

Activity Target 2:

Conduct an evaluation of outreach activities at the end of each quarter and compare against interim milestones contained in the WorkPlan. Due September 30, 2011

Activity Target 3:

Respond to all actionable airline passenger hazmat discrepancy reports through automated outreach. Due September 30, 2011

Activity Target 4:

Participate in or conduct a regional or national Hazardous Materials Awareness month initiative. The initiative is to better educate the public in the safe transportation of Hazardous Materials by air. Due September 30, 2011

Core Business Initiative: Facility and Information Security

AHE will conduct assessments and inspections at FAA staffed facilities to determine compliance with FAA Orders 1600.69, 1600.8E, 1600.2, and applicable directives.

Core Activity: Facility Security Management Program

AHE will conduct facility security assessments and inspections at FAA staffed facilities to determine status of the facility security management program and compliance with FAA Order 1600.69.

Activity Target 1:

Conduct facility security assessments at FAA facilities as required by the AHE workplan and measure against the completion of all facility security assessments by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the workplan. Due September 30, 2011

Activity Target 2:

Conduct facility security inspections at FAA facilities as required by the AHE workplan and measure against the completion of all facility security inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the workplan. Due September 30, 2011

Core Activity: Internal Security - COMSEC and Classified Program Inspections

AHE Security Agents will conduct Communications Security (COMSEC) inspections at FAA facilities to determine their compliance with FAA Order 1600.8E, and National Security Agency (NSA)/United States Air Force (USAF) directives. AHE Security Agents will also inspect all areas that store classified national security information to determine compliance with FAA Order 1600.2 and other applicable directives.

Activity Target 1:

Conduct COMSEC inspections at FAA facilities as required by the AHE workplan and measure against the completion of all COMSEC inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones contained in the workplan. Due September 30, 2011

Activity Target 2:

Conduct classified information inspections at FAA facilities as required by the AHE workplan and measure against the completion of all Classified Information Program inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones contained in the workplan. Due September 30, 2011

Core Business Initiative: Internal Security and Investigations

AHE initiates and adjudicates all employee and contractor suitability and security requests; initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airmen; conducts regulatory investigations on all airmen and aircraft; and supports the implementation of the Common Identification Standard.

Core Activity: Background Investigations

AHE Security Agents support the Personnel Security Core Business target by initiating and

adjudicating all employee and contractor suitability and security requests. They are responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information within the Joint Office, East.

Activity Target 1:

80% of contractor fingerprints will be adjudicated, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 2:

80% of contractor background investigations will be adjudicated, on average, within 60 days of the closing date of the OPM investigations. Due September 30, 2011

Activity Target 3:

80% of employee fingerprints will be adjudicated, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 4:

80% of employee national security background investigations will be adjudicated within 30 days of the closing date of OPM investigations. Due September 30, 2011

Activity Target 5:

AHE will process all security background investigations through the use of the OPM eQIP system with 95% completion. Due September 30, 2011

Core Activity: Allegations of Misconduct

AHE initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airmen suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries.

Activity Target 1:

Complete 95% of all Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 2:

Complete 95% of all investigations based upon Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, and complete 95% of investigations based upon Department of Transportation, Office of Inspector General (DOT/OIG) Hotline complaints within DOT/OIG's various specified times of 30, 60, or 90 days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Core Activity: Law Enforcement Assistance Program

AHE will conduct regulatory investigations on all airmen and aircraft involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

Activity Target 1:

Initiate regulatory investigations on 95% of all airmen involved in sale or distribution of illegal drugs within 30 days of knowledge of a conviction or notification by law enforcement. Due September 30, 2011

Activity Target 2:

Initiate regulatory investigations on 95% of all aircraft involved in illegal activity within 30 days of knowledge of that activity. Due September 30, 2011

Activity Target 3:

Provide assistance and briefings to other agencies as requested. Due September 30, 2011

Core Activity: I.D. Media

AHE will support AIN in the implementation of the Common Identification Standard instituted by Homeland Security Presidential Directive -- 12 (HSPD-12) in accordance with standards developed.

Activity Target 1:

Complete issuance to FAA employees and contractors identified to receive the PIV card for FY-2011. Due September 30, 2011

Activity Target 2:

Support DOT PIV card issuance at Regional Offices. Due September 30, 2011

Core Business Target: Central Joint Security and Hazardous Materials Office (AHC): Inspections and Investigations

Maintain a level of service commensurate with 100% of the targets of key work plan activities. This performance measure is reflected as a percentage derived from the weighted average of key Hazmat and Internal Security activities. These activities are defined as (1) shipper and repair station inspections (weight = .2); (2) air carrier inspections (weight = .2); (3) outreach efforts (weight = .05); (4) facility security inspections (weight = .2); (5) COMSEC inspections (weight = .05); (6) background investigations (weight = .2); and investigative timelines (weight = .1).

Core Business Initiative: Hazardous Materials

AHC Hazardous materials agents conduct inspections of shippers of hazardous materials that were identified during routine air carrier inspections; shippers of hazardous materials by air that have been prioritized

into risk-based categories using information shared with all DOT modal administrations; air carriers and repair stations that ship hazardous materials by air.

Core Activity: Inspections

AHC will conduct inspections of: Shippers of Hazardous Materials that were identified during routine air carrier inspections; Shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations; Air carriers that ship hazardous materials; and, Repair stations that ship hazardous materials by air.

Activity Target 1:

Conduct shipper and repair station inspections as identified in the AHC Hazardous Materials Work plan and measure against the completion of all shipper and repair stations by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the Hazardous Materials Work plan. Due September 30, 2011

Activity Target 2:

Conduct air carrier station inspections as identified in the AHC Hazardous Materials Workplan and measure against the completion of all air carrier station inspections by the target date. Evaluate at the end of each quarter and compared against interim milestones published in the AHC Hazardous Materials Workplan. Due September 30, 2011

Activity Target 3:

Monitor the use of the NI2M on a quarterly basis to ensure consistency in conducting inspections and investigations. Due September 30, 2011

Activity Target 4:

Use trend analysis developed by ADG to prioritize hazardous material field activities quarterly. Due September 30, 2011

Activity Target 5:

Review all air carrier Hazardous Material training programs and manuals submitted by the Flight Standards office holding the air carrier certificate. Due September 30, 2011

Activity Target 6:

Notify the Flight Standards office of any required changes or approval within 45 calendar days of receipt. Due September 30, 2011

Core Activity: Outreach - Critical Commodities

AHC will better educate the public, industry, and air carriers in the safe transportation of Hazardous Materials by air.

Activity Target 1:

Conduct outreach activities to shippers of critical hazmat commodities as required by the AHC WorkPlan. Due September 30, 2011

Activity Target 2:

Conduct an evaluation of outreach activities at the end of each quarter and compare against interim milestones contained in the WorkPlan.

Due September 30, 2011

Activity Target 3:

Respond to all actionable airline passenger hazmat discrepancy reports through automated outreach. Due September 30, 2011

Core Business Initiative: Facility and Information Security

AHC will conduct assessments and inspections at FAA staffed facilities to determine compliance with FAA Orders 1600.69, 1600.8E, 1600.2, and applicable directives.

Core Activity: Facility Security Management Program

AHC will conduct facility security assessments and inspections at FAA staffed facilities to determine status of the facility security management program and compliance with FAA Order 1600.69.

Activity Target 1:

Conduct facility security assessments at FAA facilities as required by the AHC workplan and measure against the completion of all facility security assessments by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the workplan. Due September 30, 2011

Activity Target 2:

Conduct facility security inspections at FAA facilities as required by the AHC workplan and measure against the completion of all facility security inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the workplan. Due September 30, 2011

Core Activity: Internal Security - COMSEC and Classified Program Inspections

AHC Security Agents will conduct Communications Security (COMSEC) inspections at FAA facilities to determine their compliance with FAA Order 1600.8E, and National Security Agency (NSA)/United States Air Force (USAF) directives. AHC Security Agents will also inspect all areas that store classified national security information to determine compliance with FAA Order 1600.2 and other applicable directives.

Activity Target 1:

Conduct COMSEC inspections at FAA facilities as required by the AHC workplan and measure against the completion of all COMSEC inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones contained in the workplan. Due

September 30, 2011

Activity Target 2:

Conduct classified information inspections at FAA facilities as required by the AHC workplan and measure against the completion of all Classified Information Program inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones contained in the workplan. Due September 30, 2011

Core Business Initiative: Internal Security and Investigations

AHC initiates and adjudicates all employee and contractor suitability and security requests; initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airmen; conducts regulatory investigations on all airmen and aircraft; and supports the implementation of the Common Identification Standard.

Core Activity: Background Investigations

AHC Joint Office Security Agents support the Personnel Security Core Business target by initiating and adjudicating all employee and contractor suitability and security requests. They are responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information within the Joint Office, Central.

Activity Target 1:

80% of contractor fingerprints will be adjudicated, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 2:

80% of contractor background investigations will be adjudicated, on average, within 60 days of the closing date of the OPM investigations. Due September 30, 2011

Activity Target 3:

80% of employee fingerprints will be adjudicated, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 4:

80% of employee national security background investigations will be adjudicated within 30 days of the closing date of OPM investigations. Due September 30, 2011

Activity Target 5:

AHC will process all security background investigations through the use of the OPM eQIP system with 95% completion. Due September 30, 2011

Core Activity: Allegations of Misconduct

AHC initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airmen suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries.

Activity Target 1:

Complete 95% of all Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 2:

Complete 95% of all investigations based upon Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, and complete 95% of investigations based upon Department of Transportation, Office of Inspector General (DOT/OIG) Hotline complaints within DOT/OIG's various specified times of 30, 60, or 90 days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Core Activity: Law Enforcement Assistance Program

AHC will conduct regulatory investigations on all airmen and aircraft involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

Activity Target 1:

Initiate regulatory investigations on 95% of all airmen involved in sale or distribution of illegal drugs within 30 days of knowledge of a conviction or notification by law enforcement. Due September 30, 2011

Activity Target 2:

Initiate regulatory investigations on 95% of all aircraft involved in illegal activity within 30 days of knowledge of that activity. Due September 30, 2011

Activity Target 3:

Provide assistance and briefings to other agencies as requested. Due September 30, 2011

Core Activity: I.D. Media

Support AIN in the implementation of the Common Identification Standard instituted by Homeland Security Presidential Directive -- 12 (HSPD-12) in accordance with standards developed.

Activity Target 1:

Complete issuance to FAA employees and contractors identified to receive the PIV card for FY2011 Due September 30, 2011

Activity Target 2:

Continue issuance to all FAA employees and contractors. Due September 30, 2011

Activity Target 3:

Support DOT PIV card issuance at Regional Offices. Due September 30, 2011

Core Business Target: Western Joint Security and Hazardous Materials Office (AHW): Inspections and Investigations

Maintain a level of service commensurate with 100% of the targets of key work plan activities. This performance measure is reflected as a percentage derived from the weighted average of key Hazmat and Internal Security activities. These activities are defined as (1) shipper and repair station inspections (weight = .2); (2) air carrier inspections (weight = .2); (3) outreach efforts (weight = .05); (4) facility security inspections (weight = .2); (5) COMSEC inspections (weight = .05); (6) background investigations (weight = .2); and investigative timelines (weight = .1).

Core Business Initiative: Hazardous Materials

AHW hazardous materials agents conduct inspections of shippers of hazardous materials that were identified during routine air carrier inspections; shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations; air carriers and repair stations that ship hazardous materials by air.

Core Activity: Inspections

AHW will conduct inspections of the following: shippers of hazardous materials by air that were identified during routine air carrier inspections; shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations; air carriers that ship hazardous materials; and repair stations that ship hazardous materials by air.

Activity Target 1:

Conduct shipper and repair station inspections as identified in the AHW Hazardous Materials Workplan and measure against the completion of all shipper and repair stations by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the Hazardous Materials Workplan. Due September 30, 2011

Activity Target 2:

Conduct air carrier station inspections as identified in the AHW Hazardous Materials Workplan and measure against the completion of all air carrier station inspections by the target date. Evaluate at the end of each quarter and compared against interim milestones published in the AHW Hazardous Materials Workplan. Due September 30, 2011

Activity Target 3:

Monitor the use of the NIIM on a quarterly basis to ensure consistency in conducting inspections and investigations. Due September 30, 2011

Activity Target 4:

Use trend analysis developed by or in support of ADG to prioritize hazardous material field activities quarterly. Due September 30, 2011

Activity Target 5:

Review all air carrier Hazardous Material training programs and manuals submitted by the Flight Standards office holding the air carrier certificate. Due September 30, 2011

Activity Target 6:

Notify the Flight Standards office of any required changes or approval within 45 calendar days of receipt. Due September 30, 2011

Core Activity: Outreach - Critical Commodities

AHW will better educate the public, industry, and air carriers in the safe transportation of Hazardous Materials by air.

Activity Target 1:

Conduct outreach activities to shippers of critical hazmat commodities as required by the AHW Workplan. Due September 30, 2011

Activity Target 2:

Conduct an evaluation of outreach activities at the end of each quarter and compare against interim milestones contained in the Workplan. Due September 30, 2011

Activity Target 3:

Respond to all actionable airline passenger hazmat discrepancy reports through automated outreach. Due September 30, 2011

Core Business Initiative: Facility and Information Security

AHW supervises AAL, ANM and AWP security program areas and provides guidance and oversight to FAA AAL, ANM and AWP customers. The outreach for facility and information security will ensure the FAA AAL, ANM and AWP customers are well informed on the security policies and requirements.

Core Activity: Facility Security Management Program

The Joint Security and Hazardous Materials Office, West will conduct facility security assessments and inspections at FAA staffed facilities to determine status of the facility security management program and compliance with FAA Order 1600.69.

Activity Target 1:

Conduct facility security assessments at FAA facilities as required by the AHW workplan and measure against the completion of all facility security assessments by the target date.

Evaluate at the end of each quarter and compare against interim milestones published in the workplan. Due September 30, 2011

Activity Target 2:

Conduct facility security inspections at FAA facilities as required by the AHW workplan and measure against the completion of all facility security inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones published in the workplan. Due September 30, 2011

Activity Target 3:

Conduct facility security outreach visits at FAA facilities as required by the Joint Security Office West workplan. Due September 30, 2011

Activity Target 4:

Conduct information security outreach visits at FAA facilities as required by the Joint Security Office West workplan. Due September 30, 2011

Activity Target 5:

Analyze the Incidents database within the Facility Security Reporting System (FSRS) database to determine where efficiencies can be gained. Due September 30, 2011

Core Activity: Internal Security - COMSEC and Classified Program Inspections

AHW Security Agents will conduct Communications Security (COMSEC) inspections at FAA facilities to determine their compliance with FAA Order 1600.8E, and National Security Agency (NSA)/United States Air Force (USAF) directives. AHW Security Agents will also inspect all areas that store classified national security information to determine compliance with FAA Order 1600.2 and other applicable directives.

Activity Target 1:

Conduct COMSEC inspections at FAA facilities as required by the AHW workplan and measure against the completion of all COMSEC inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones contained in the workplan. Due September 30, 2011

Activity Target 2:

Conduct classified information inspections at FAA facilities as required by the AHW workplan and measure against the completion of all Classified Information Program inspections by the target date. Evaluate at the end of each quarter and compare against interim milestones contained in the workplan. Due September 30, 2011

Core Business Initiative: Internal Security and Investigations

AHW initiates and adjudicates all employee and contractor suitability and security requests; initiates

and conducts investigations on FAA employees, contractors, non-employees and certificated airmen; conducts regulatory investigations on all airmen and aircraft; and supports the implementation of the Common Identification Standard.

Core Activity: Background Investigations

AHW Security Agents support the Personnel Security Core Business target by initiating and adjudicating all employee and contractor suitability and security requests. They are responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information within the Joint Security and Hazardous Materials Office, West.

Activity Target 1:

80% of contractor fingerprints will be adjudicated, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 2:

80% of contractor background investigations will be adjudicated, on average, within 60 days of the closing date of the OPM investigations. Due September 30, 2011

Activity Target 3:

80% of employee fingerprints will be adjudicated, within 10 days of receipt of the fingerprint results. Due September 30, 2011

Activity Target 4:

80% of employee national security background investigations will be adjudicated within 30 days of the closing date of OPM investigations. Due September 30, 2011

Activity Target 5:

AHW will process all security background investigations through the use of the OPM eQIP system with 95% completion. Due September 30, 2011

Core Activity: Allegations of Misconduct

AHW initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airmen suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries.

Activity Target 1:

Complete 95% of all Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Activity Target 2:

Complete 95% of all investigations based upon Safety Hotline complaints and Administrator's

Hotline complaints within 30 work days, and complete 95% of investigations based upon Department of Transportation, Office of Inspector General (DOT/OIG) Hotline complaints within DOT/OIG's various specified times of 30, 60, or 90 days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2011

Core Activity: Law Enforcement Assistance Program

AHW will conduct regulatory investigations on all airmen and aircraft involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

Activity Target 1:

Initiate regulatory investigations on 95% of all airmen involved in sale or distribution of illegal drugs within 30 days of knowledge of a conviction or notification by law enforcement. Due September 30, 2011

Activity Target 2:

Initiate regulatory investigations on 95% of all aircraft involved in illegal activity within 30 days of knowledge of that activity. Due September 30, 2011

Activity Target 3:

Provide assistance and briefings to other agencies as requested. Due September 30, 2011

Core Activity: I.D. Media

AHW will support AIN in the implementation of the Common Identification Standard instituted by Homeland Security Presidential Directive -- 12 (HSPD-12) in accordance with standards developed.

Activity Target 1:

Complete issuance to FAA employees and contractors identified to receive the PIV card for FY2011. Due September 30, 2011

Activity Target 2:

Continue issuance to all FAA employees and contractors. Due September 30, 2011

Activity Target 3:

Support DOT PIV card issuance at Regional Offices. Due September 30, 2011

International Leadership

As stated in the FAA Flight Plan, the FAA is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 188 of the world's civil aviation authorities. The Office of Security and Hazardous Materials is committed to providing intellectual support in the form of technical expertise in the areas of safety and security. We are committed to working with our international partners to focus our experience, expertise, and new technology in order to create a safer and more secure global airspace.

A description of the activities and performance targets ASH will complete in support of the FAA Flight Plan goal of International Leadership is listed below.

Flight Plan Target: CAST Safety Enhancements

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012. FY 2011 Target: 3 CAST Safety Enhancements

Strategic Initiative: Aviation Safety Oversight Relationships

Identify and provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation authorities in Africa, the Americas, Asia, Europe and the Middle East.

Strategic Activity: International Dangerous Goods courses

ASH will deliver international dangerous goods courses on regulations of shipping hazardous materials by air transportation.

Activity Target 1:

Deliver international dangerous goods courses when requested by API and there is sufficient student enrollment 3 months prior to course delivery date. Due September 30, 2011

Core Business Target: Support International Committees and Panels

Complete phases two and three of the ASH-initiated Annex 6 study. Participate in two UN subcommittee meetings on the transportation of dangerous goods, two ICAO dangerous goods panels, and two CAPSCA meetings.

Core Business Initiative: Support International Committees and Panels on Hazardous Materials

Support for International Committees and Panels on hazardous materials.

Core Activity: International Committees and Panels

ASH will represent the FAA by supporting DOT's participation in two United Nations (UN) subcommittee meetings and by serving as aviation advisor to two International Civil Aviation Organization (ICAO) dangerous goods panels.

Activity Target 1:

Participate in two UN subcommittee meetings on the transportation of dangerous goods, review

documentation such as working papers from the U.S. and other countries and information papers, develop U.S. position summary in coordination with PHMSA, and produce after-action reports for FAA. Due September 30, 2011

Activity Target 2:

Participate in two ICAO dangerous goods panels, review documentation such as working papers from the U.S. and other countries and information papers, develop U.S. position summary in coordination with PHMSA, and produce after-action reports for FAA. Due September 30, 2011

Activity Target 3:

Support the Universal Safety Oversight Audit Programme (USOAP) as and when requested by ICAO, through activities including but not limited to conducting audits and developing protocols for audits. Due September 30, 2011

Core Activity: International Civil Aviation Organization (ICAO) - Annex 6

ASH will continue with the ASH-initiated Annex 6 operational specification study. Annex 6 states that the operation of aircraft engaged in international air transport must be as standardized as possible to ensure the highest levels of safety and efficiency.

Activity Target 1:

Complete phases two and three of the Annex 6 study based on the FY2009 procedures and guidelines. Due September 30, 2011

Core Business Initiative: Support International Committees and Panels on Pandemic Influenza

Lead the FAA delegation at ICAO's Cooperative Arrangement to Prevent the Spread of Communicable Disease through Air Travel (CAPSCA) project. Serve as aviation advisor to the CAPSCA project.

Core Activity: Support ICAO CAPSCA Meetings on Pandemic Influenza

Lead the FAA delegation at ICAO's Cooperative Arrangement to Prevent the Spread of Communicable Disease through Air Travel (CAPSCA) project. Serve as aviation advisor to the CAPSCA project.

Activity Target 1:

Participate in two ICAO CAPSCA meetings. Due September 30, 2011

Activity Target 2:

Provide subject matter expertise to development of pandemic planning guidance for civil aviation authorities, airports, and/or airlines, as requested. Due September 30, 2011

Organizational Excellence

To achieve the ambitious goals outlined in the Flight Plan, the FAA must become nothing less than a world-class

organization. This will require strong leadership, performance-based management, and improved fiscal responsibility.

As we accomplish our mission, providing quality service that is responsive to our customers within the FAA and industry will be our standard. Our organization will continue to operate with integrity while being mission-focused, high-performing, and extremely dedicated. We are proud to be a part of the FAA family and will strive to ensure the FAA and the ASH organization are successful in accomplishing its mission.

The Security and Hazardous Materials organization is the lead for the Security Measures initiative under the Organizational Excellence goal. We also have supporting roles for several other initiatives. All of these are described below.

Flight Plan Target: Leadership and Accountability

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

Strategic Activity: ASH Leadership Development Compliance

Each FAA organization will report quarterly in pbviews on steps taken to improve or sustain timely training and certification of probationary managers, participation in corporate leadership development programs such as PEL and SLDP, and maintenance of Continuing Management Education hours.

Activity Target 1:

Report on steps taken to improve or sustain timely completion of probationary training and certification. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

Activity Target 2:

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

Strategic Activity: ASH Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

Activity Target 1:

Report quarterly the number of new managers who have completed Frontline Managers training, eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2011

Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2011

Activity Target 3:

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact. (eLMS Course #FAA30200174 - Supervisory Skills Training, Accountability Board Training for FAA Managers; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2011

Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in the workplace. (Your training coordinators should enter this data into eLMS with the appropriate course number or as an "External Event".) Due September 30, 2011

Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Strategic Activity: ASH actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

ASH will track and report quarterly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Activity Target 1:

ASH will provide to ACR a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2011

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in 2011 such as: \$20 million in savings for strategic sourcing for selected products and services and a reduction of \$30 million in Information Technology operating costs. FY 2011

Target: 90% of targeted savings.

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per controlled flight, AIP grants administration, staff office overhead rates, grievance processing time, and cost per accounting transaction.

Strategic Activity: ASH Efficiency Measure: Completion of Inspection and Investigation Activities

ASH will report to ABA quarterly on the percentage of inspections completed within the required timeframes as identified by Regional Workplans. These activities include hazmat inspections, facility inspections, communications security inspections and tracked investigations. The FY 2011 target is 90 % completion of all tracked activities and an activity per agent ratio of 49.94.

Activity Target 1:

Report FY 2010, 4th quarter results to ABA for the completion of inspections and investigations. Due October 31, 2010

Activity Target 2:

Report FY 2011 1st quarter results to ABA for the completion of inspections and investigations. Due January 31, 2011

Activity Target 3:

Report FY 2011 2nd quarter results to ABA for the completion of inspections and investigations. Due April 30, 2011

Activity Target 4:

Report FY 2011, 3rd quarter results to ABA for the completion of inspections and investigations. Due July 31, 2011

Activity Target 5:

Provide updated FY 2012 measure template for review and approval, allowing sufficient time to be included in the FY 2012 Business Plan. Due June 15, 2011

Strategic Initiative: Reduce Information Technology Operating Costs

Achieve an annual reduction of \$30 million in Information Technology operating costs.

Strategic Activity: Video Conferencing

ASH will reduce travel costs by using video conferencing through their AWA-ASH Polycom for meetings as an alternative to travel for ASH employees in the regions and headquarters, with an estimated savings of \$768,000.

Activity Target 1:

Achieve 90% of the \$768,000 projected year end savings. Due September 30, 2011

Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA mission critical Line of Business systems. FY 2011 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: Enable Enterprise-wide Conformance to IT Enterprise Architecture.

ASH will work with AIO to update the infrastructure and application inventories and coordinate technical standards for non-NAS hardware and software where there are common requirements.

Activity Target 1:

ASH will update its infrastructure and application inventory. Due June 30, 2011

Strategic Initiative: Unauthorized Disclosure

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

Strategic Activity: Stabilize Information Assurance/Privacy Operations

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

Activity Target 1:

Complete 100% of Privacy Threshold Analysis (PTAs) and Privacy Impact Assessment (PIAs) as required by the C&A anniversary date. Ensure PTA/PIA approval is obtained from Privacy Officer. Due September 30, 2011

Activity Target 2:

Support Privacy Compliance activities conducted by the Privacy Office and implement compliance remediation plans for all identified findings. Due September 30, 2011

Activity Target 3:

Report 100% privacy breaches to the Cyber Security Management Center (CSMC) as they occur and take remediation action in accordance with the FAA Privacy Order. Due September 30, 2011

Activity Target 4:

Reduce or eliminate Social Security Number (SSN) from FAA Systems by September 30, 2013. Due September 30, 2011

Activity Target 5:

Reduce or eliminate Personally Identifiable Information (PII) in FAA Systems by September 30, 2015. Due September 30, 2011

Activity Target 6:

Develop a plan that is approved by the Privacy Office to remediate Personally Identifiable Information (PII) vulnerabilities identified during Data Loss Prevention (DLP)/Security scanning and Privacy compliance reviews and then implement remediation according to the plan. Due September 30, 2011

Activity Target 7:

Encrypt all Personally Identifiable Information (PII) systems for data in transit and data at rest. Due September 30, 2011

Flight Plan Target: OPM Hiring Standard

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2011 Target: 80%

Strategic Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

Strategic Activity: ASH Mission-Critical Hiring

Identify mission-critical external hires.

Activity Target 1:

Update and submit mission-critical external hiring goals/plans for FY11, and FY12 hiring projections. Due February 28, 2011

Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2011 Target: 2.44 per 100 employees

Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

Strategic Activity: ASH Employee Safety

ASH managers will continue to distribute and discuss with employees information prepared and

provided by AHP concerning the importance of safety in the workplace. To the degree that the information provided by AHR mentions opportunities for safety training, managers will continue to encourage employees to participate. To the degree that the information provided by AHR mentions the need to report all mishaps in the Safety Management Information System (SMIS), managers will fully acquaint themselves with the requirements of SMIS and take future action commensurate with those requirements.

Activity Target 1:

ASH will continue to focus on safety training, accountability for unsafe actions, timely reporting of mishaps/incidents in SMIS, timely and accurate filing of injury and illness claim forms to HR, and workplace safety inspections. Due July 30, 2011

Activity Target 2:

ASH OSH POC will participate in at least one OSHECCOM workgroup and one UCR meeting. Due August 22, 2011

Activity Target 3:

ASH OSH POC will participate in at least one OSHECCOM workgroup and one UCR meeting. ASH managers will complete assigned safety tasks within 60 days of ASH receipt of AHR notification. Due September 30, 2011

Flight Plan Target: ATC Positions Workforce Plan

Maintain the air traffic controller workforce within 2%, above or below, the projected annual totals in the Air Traffic Controller Workforce Plan. FY 2011 Target: At or up to 2% above annual target

Strategic Initiative: ATC Workforce Plan

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Strategic Activity: ASH Support of ATC Workforce Plan

Initiate suitability and background investigations as required.

Activity Target 1:

Initiate background investigations on ATCS applicants 90% of the time within 10 working days of submission by applicant of E-QIP and other pertinent information. Due September 30, 2011

Flight Plan Target: Continuity of Operations

Exceed Federal Emergency Management Agency continuity readiness levels by 5 percent. FY 2011 Target: exceed FEMA targets by 5%

Strategic Initiative: Web-Based Emergency Operations Tools

Develop web-based emergency operation information-sharing tools that create a common operational picture and support effective decision making.

Strategic Activity: ASH Efforts to Develop Emergency Operation Information Sharing

ASH will continue to integrate the WOCC and ARC (Regional Operations Centers (ROC's)) through Emergency Operations Network (EON). EON will continue to maintain and enhance backup sites and platforms in order for EON to survive during a major disaster, threat or security activity. EON will roll out EON Dashboard as the primary emergency operations reporting and communications tool during a crisis.

Activity Target 1:

Fully integrate the WOCC and ROC's with their emergency notification system by allowing emergency notifications to be sent via EON workflows. Due July 31, 2011

Activity Target 2:

Test failsafe sites and equipment during a WOCC/ROC operations transfer exercise to determine the impact of EON in an operations transfer situation. Due September 30, 2011

Activity Target 3:

Move EON Dashboard into production phase to provide the primary integrated communications and reporting tool during a crisis. Due September 30, 2011

Activity Target 4:

Upgrade components of the EON infrastructure. Due September 30, 2011

Activity Target 5:

Work with DOT and Crisis Management Center (CMC) to integrate FAA reporting with reporting at the DOT. Due September 30, 2011

Strategic Initiative: Improve Operational and Corporate Crisis Response Structures

Improve the use and functionality of operational and corporate crises response structures such as specialized hurricane coordination cells and continuity of operations programs.

Strategic Activity: ASH Improvement of Corporate Crisis Response Structures

ASH will demonstrate FAA's ability to perform FAA Mission Essential Functions (MEFs) and Essential Functions (EFs) during a pandemic influenza.

Activity Target 1:

Institutionalize into policy/procedural documents the best practices/lessons learned from 2010.
Due September 30, 2011

Strategic Initiative: Emergency Operations and Crisis Management Integration

Integrate agency-wide emergency operations and crisis management by improving information flow among FAA Lines of Business and staff offices.

Strategic Activity: Emergency Operations Conferences and Exercises

ASH will continue to conduct annual emergency operations conferences with emergency planners and CROC/ROC managers and a semiannual Regional Exercise Program.

Activity Target 1:

Conduct two HQ/Regional exercises. Due September 30, 2011

Activity Target 2:

Conduct an annual emergency operations conference with emergency planners and CROC/ROC managers. Due September 30, 2011

Strategic Initiative: Security Measures

Provide our employees with a secure environment by identifying measures to protect our employees, our facilities, and our critical infrastructure.

Strategic Activity: Facility Security Accreditation

ASH will issue accreditation certification to facilities that have met the security requirements contained in FAA Order 1600.69, Facility Management Program.

Activity Target 1:

Validate the implementation of security measures at FAA facilities and accredit 90% of facilities within 15 days of all findings being verified as closed. Due September 30, 2011

Core Business Target: Workforce Planning

Ensure that skilled staff is available to support the mission by researching and adopting a Workforce Planning Model for the ASH Organization; developing an ASH Succession Plan; a conflict coach program; and a dispute resolution process.

Core Business Initiative: ASH Human Resources Management Function

The Training and Workforce Resources Staff provides human resource guidance and procedures specific to Security and Hazardous Materials. Our goal is to

ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff oversees implementation of human resources policies within ASH, conducts workforce planning, and consults on reorganizations, recruitment and selection, pay administration, performance management, awards and recognition, conduct and discipline issues, work schedules, and leave management. The staff is also liaison with ACR for implementation of model EEO programs within ASH.

Core Activity: Human Resource Management - Workforce Planning

ASH will research and adopt a Workforce Planning Model for the ASH Organization; develop an ASH Succession Plan; identify and allocate positions for upward mobility; complete the assessment of the FY 2011 plan; update organizational workforce plans for mission critical positions; and, initiate, review and update ASH job documentations.

Activity Target 1:

Research and adopt a Workforce Planning Model for the ASH Organization. Due February 27, 2011

Activity Target 2:

Develop an ASH Succession Plan. Due May 27, 2011

Activity Target 3:

Identify and allocate positions for upward mobility
Due September 30, 2011

Activity Target 4:

Initiate, review and update ASH job documentations. Due September 30, 2011

Activity Target 5:

Complete the assessment of the FY 2011 plan.
Due September 30, 2011

Activity Target 6:

Update organizational workforce plans for mission critical positions. Due May 27, 2011

Activity Target 7:

Initiate, review and update ASH job documentations. Due September 30, 2011

Core Activity: Employee Relations

ASH will establish a conflict coach program and develop a dispute resolution process.

Activity Target 1:

Establish a conflict coach program. Due September 30, 2011

Activity Target 2:

Develop an ASH dispute resolution process. Due September 30, 2011

Core Business Initiative: AHE Support - ASH Human Resources Management Function

AHE supports the role of the Training and Workforce Resources Staff (ASH-20) which provides human

resource guidance and procedures specific to Security and Hazardous Materials. ASH-20's goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff oversees implementation of human resources policies within ASH, conducts workforce planning. Each Joint Office will implement reorganizations, recruitment processes and selection, pay administration, performance management, awards and recognition, conduct and discipline issues, work schedules, and leave management. The staff is also liaison with ACR for implementation of model EEO programs within ASH.

Core Activity: Human Resources Management - Workforce Planning

AHE will assist with and support the adoption of the Workforce Planning Model for the ASH Organization; assist with the ASH Succession Plan; identify and allocate positions for upward mobility; complete the assessment of the FY 2011 plan; update organizational workforce plans for mission critical positions; and, initiate, review and update ASH job documentations.

Activity Target 1:

Assist in the development and adoption of an ASH Workforce Planning Model. Due February 27, 2011

Activity Target 2:

Assist and support the development of the upward mobility. Due September 30, 2011

Activity Target 3:

Assist with the update area workforce plans for mission critical positions. Due May 27, 2011

Core Activity: Employee Relations

AHE will support the establishment of a conflict coach program and the development of a dispute resolution process.

Activity Target 1:

Support ASH's dispute resolution process. Due September 30, 2011

Activity Target 2:

Support ASH's Employee Advisory Group to enhance the exchange of ideas between leadership and employees on matters that affect employees' work lives. Due September 30, 2011

Core Business Initiative: AHC Support - ASH Human Resources Management Function

AHC supports the role of the Training and Workforce Resources Staff (ASH-20) which provides human resource guidance and procedures specific to Security and Hazardous Materials. ASH-20's goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff oversees implementation of human resources policies within ASH, conducts workforce

planning. Each Joint Office will implement reorganizations, recruitment processes and selection, pay administration, performance management, awards and recognition, conduct and discipline issues, work schedules, and leave management. The staff is also liaison with ACR for implementation of model EEO programs within ASH.

Core Activity: Human Resource Management - Workforce Planning

AHC will assist with and support the adoption of the Workforce Planning Model for the ASH Organization; assist with the ASH Succession Plan; identify and allocate positions for upward mobility; complete the assessment of the FY 2011 plan; update organizational workforce plans for mission critical positions; and, initiate, review and update ASH job documentations.

Activity Target 1:

Assist in the development and adoption of an ASH Workforce Planning Model. Due February 27, 2011

Activity Target 2:

Assist and support the development of the upward mobility. Due September 30, 2011

Activity Target 3:

Assist with the update area workforce plans for mission critical positions. Due May 27, 2011

Core Activity: Employee Relations

AHC will support the establishment of a conflict coach program and the development of a dispute resolution process.

Activity Target 1:

Support ASH's dispute resolution process. Due September 30, 2011

Activity Target 2:

Support ASH's Employee Advisory Group to enhance the exchange of ideas between leadership and employees on matters that affect employees' work lives. Due September 30, 2011

Core Business Initiative: AHW Support - ASH Human Resources Management Function

AHW supports the role of the Training and Workforce Resources Staff (ASH-20) which provides human resource guidance and procedures specific to Security and Hazardous Materials. ASH-20's goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff oversees implementation of human resources policies within ASH, conducts workforce planning. Each Joint Office will implement reorganizations, recruitment processes and selection, pay administration, performance management, awards and recognition, conduct and discipline issues, work schedules, and leave management. The staff is also liaison with ACR for implementation of

model EEO programs within ASH.

Core Activity: Human Resource Management - Workforce Planning

ASH will assist with and support the adoption of the Workforce Planning Model for the ASH Organization; assist with the ASH Succession Plan; identify and allocate positions for upward mobility; complete the assessment of the FY 2011 plan; update organizational workforce plans for mission critical positions; and, initiate, review and update ASH job documentations.

Activity Target 1:

Assist in the development and adoption of an ASH Workforce Planning Model. Due February 27, 2011

Activity Target 2:

Assist and support the development of the upward mobility. Due September 30, 2011

Activity Target 3:

Assist with the update area workforce plans for mission critical positions. Due May 27, 2011

Core Activity: Employee Relations

ASH will support the establishment of a conflict coach program and the development of a dispute resolution process.

Activity Target 1:

Support ASH's dispute resolution process. Due September 30, 2011

Activity Target 2:

Support ASH's Employee Advisory Group to enhance the exchange of ideas between leadership and employees on matters that affect employees' work lives. Due September 30, 2011

Core Business Target: Learning and Development

Develop a Mentoring/Career Development Program and a web-based ASH Orientation Guide for the ASH workforce.

Core Business Initiative: ASH Training Function

The Training and Workforce Resources Staff is responsible for providing training and development for the ASH workforce, including technical training, professional development, and management development to supplement FAA corporate training programs from managers. Our goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff designs, develops, and delivers technical training, provides access to training opportunities from non-FAA sources, manages the ASH training budget, and is responsible for management development programs within ASH. ASH-20 also provides training to all FAA organizations

in Communications Security (COMSEC) and Secure Telephone Equipment (STE). Technical courses maintained for ASH employees include personnel security, facility security, investigations, and regulation of transportation of hazardous materials by air.

Core Activity: Learning and Development

ASH will provide professional development for the ASH workforce.

Activity Target 1:

Develop non-managerial employees for future management positions in accordance with the AHR Program for Emerging Leaders. Due September 30, 2011

Activity Target 2:

Develop a Mentoring/Career Development Program for the ASH workforce. Due September 30, 2011

Activity Target 3:

Conduct eLMS tasks to support learning and development for the ASH workforce. Due September 30, 2011

Activity Target 4:

Develop FY2011 Training requirements for ASH and FAA LOBs as appropriate. Due September 30, 2011

Activity Target 5:

Provide non-technical learning and development opportunities to the ASH Workforce based on organizational needs. Due September 30, 2011

Activity Target 6:

Develop web-based ASH Orientation Guide. Due September 30, 2011

Activity Target 7:

Deliver training for Security Assistants supporting technical functions. Due September 30, 2011

Core Activity: Training - Management Development

ASH Training and Workforce Resources will provide training opportunities to enhance managerial workforce skills.

Activity Target 1:

Monitor and provide support to help managers develop based on managerial assessment and to meet AHR's 40-hour requirement for CME. Due September 30, 2011

Activity Target 2:

Provide training to enhance manager's ability to utilize workforce planning strategies. Due June 30, 2011

Core Activity: Training - Technical Training

ASH Training and Workforce Resources will deliver technical training for the ASH safety and security workforce.

Activity Target 1:

Provide position essential training to develop ASH workforce knowledge and skills. Due September 30, 2011

Activity Target 2:

Deliver advanced training for the Hazmat Workforce based on program and operational needs. Due September 30, 2011

Activity Target 3:

Provide continuing technical development training as needed to develop the ASH workforce knowledge and skills. Due September 30, 2011

Activity Target 4:

Deliver an advanced Statement Analysis course for the ASH workforce involved in investigations. Due September 30, 2011

Activity Target 5:

Deliver COMSEC/STE training for FAA based on program office requirements. Due September 30, 2011

Activity Target 6:

Deliver COMSEC Environment training for FAA based on program office requirements. Due September 30, 2011

Activity Target 7:

Provide access to FAA/ATO or NTSB courses for AEO Specialists. Due September 30, 2011

Activity Target 8:

Provide access to FLETC courses. Due September 30, 2011

Core Activity: Guidance

Develop training guidance and update policy guidance.

Activity Target 1:

Update policy guidance on SCI and OSI as needed to reflect corporate changes. Due September 30, 2011

Activity Target 2:

Develop training guidance based on organizational needs to ensure consistent training implementation throughout the organization. Due September 30, 2011

Core Activity: Evaluation

Evaluate learning and development activities, workforce engagement, effectiveness, and efficiency.

Activity Target 1:

Evaluate learning and development activities. Due September 30, 2011

Activity Target 2:

Collaborate with ASH's National Assessment and Strategic Planning Staff to evaluate workforce engagement, effectiveness, and efficiency. Due September 30, 2011

Core Business Initiative: AHE Support - ASH Training Function

AHE supports the Training and Workforce Resources Staff (ASH-20) which is responsible for providing training and development for the ASH workforce, including technical training, professional development, and management development to supplement FAA corporate training programs from managers. The Joint Security and Hazardous Materials Office, East (AHE) goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. ASH-20 staff designs, develops, and delivers technical training, provides access to training opportunities from non-FAA sources, manages the ASH training budget, and is responsible for management development programs within ASH. ASH-20 also provides training to all FAA organizations in Communications Security (COMSEC) and Secure Telephone Equipment (STE). Technical courses maintained for ASH employees include personnel security, facility security, investigations, and regulation of transportation of hazardous materials by air.

Core Activity: Learning and Development

AHE will assist with providing professional development for the workforce.

Activity Target 1:

Upon request, assist in the development of non-managerial employees for future management positions in accordance with the AHR Program for Emerging Leaders. Due September 30, 2011

Activity Target 2:

Upon request, assist in the development of a Mentoring/Career Development Program for the ASH workforce. Due September 30, 2011

Activity Target 3:

Perform eLMS tasks to support learning and development for the AHE workforce. Due September 30, 2011

Activity Target 4:

Identify FY2012 Training requirements for AHE as appropriate. Due September 30, 2011

Activity Target 5:

Ensure employee participation in non-technical learning and development opportunities for the ASH Workforce based on area needs. Due September 30, 2011

Activity Target 6:

Ensure Security Assistants supporting technical functions are trained. Due September 30, 2011

Activity Target 7:

Support and assist with the development of a new ASH employee orientation guide and incorporate new guide into area orientation. Due September 30, 2011

Activity Target 8:

Identify three additional eLMS training courses to enhance employee awareness and job knowledge. Due September 30, 2011

Core Activity: Training - Management Development

ASH Training and Workforce Resources will provide training opportunities to enhance managerial workforce skills.

Activity Target 1:

Ensure managers participate in developmental training based on managerial assessment to meet AHR's 40-hour requirement for CME. Due September 30, 2011

Activity Target 2:

Ensure managers are trained to approve purchases and certify fund availability in PCPS prior to making purchases. Due February 27, 2011

Core Activity: Training - Technical Training

ASH Training and Workforce Resources will deliver technical training for the AHE safety and security workforce.

Activity Target 1:

Ensure COMSEC/STE training for appropriate area employees is provided. Due September 30, 2011

Activity Target 2:

Ensure COMSEC Environment training for appropriate area employees is provided. Due September 30, 2011

Core Activity: Guidance

Develop training guidance and update policy guidance.

Activity Target 1:

Communicate policy guidance on SCI and OSI as needed to reflect corporate changes. Due September 30, 2011

Activity Target 2:

Assist in the development of training guidance based on organizational needs to ensure consistent training implementation throughout the area. Due September 30, 2011

Activity Target 3:

Ensure that all FOIA requests are responded to or acknowledged within 30 days of receipt. Due September 30, 2011

Activity Target 4:

Conduct Reconciliation of Castle for time and attendance reporting and Labor Distribution reports. Due September 30, 2011

Core Activity: Conduct EEO Training and Briefings to include the mandatory**No FEAR Training**

Collaborate with the Office of Civil Rights to deliver a brief on the EEO process to ASH employees.

Activity Target 1:

AHE will collaborate with the Office of Civil Rights to deliver a brief on the EEO process for employees. Due September 30, 2011

Core Business Initiative: AHC Support - ASH Training Function

AHC supports the Training and Workforce Resources Staff (ASH-20) which is responsible for providing training and development for the ASH workforce, including technical training, professional development, and management development to supplement FAA corporate training programs from managers. The Joint Security and Hazardous Materials Office, East (AHC) goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. ASH-20 staff designs, develops, and delivers technical training, provides access to training opportunities from non-FAA sources, manages the ASH training budget, and is responsible for management development programs within ASH. ASH-20 also provides training to all FAA organizations in Communications Security (COMSEC) and Secure Telephone Equipment (STE). Technical courses maintained for ASH employees include personnel security, facility security, investigations, and regulation of transportation of hazardous materials by air.

Core Activity: Learning and Development

AHC will assist with providing professional development for the workforce.

Activity Target 1:

Upon request, assist in the development of non-managerial employees for future management positions in accordance with the AHR Program for Emerging Leaders. Due September 30, 2011

Activity Target 2:

Upon request, assist in the development of a Mentoring/Career Development Program for the ASH workforce. Due September 30, 2011

Activity Target 3:

Perform eLMS tasks to support learning and development for the AHC workforce. Due September 30, 2011

Activity Target 4:

Identify FY2012 Training requirements for AHC as appropriate. Due September 30, 2011

Activity Target 5:

Ensure employee participation in non-technical learning and development opportunities for the ASH Workforce based on area needs. Due September 30, 2011

Activity Target 6:

Ensure Security Assistants supporting technical functions are trained. Due September 30, 2011

Activity Target 7:

Support and assist with the development of a new ASH employee orientation guide and incorporate new guide into area orientation. Due September 30, 2011

Activity Target 8:

Identify three additional eLMS training courses to enhance employee awareness and job knowledge. Due September 30, 2011

Core Activity: Training - Management Development

ASH Training and Workforce Resources will provide training opportunities to enhance managerial workforce skills.

Activity Target 1:

Ensure managers participate in developmental training based on managerial assessment to meet AHR's 40-hour requirement for CME. Due September 30, 2011

Activity Target 2:

Ensure managers are trained to approve purchases and certify fund availability in PCPS prior to making purchases. Due February 27, 2011

Core Activity: Training - Technical Training

ASH Training and Workforce Resources will deliver technical training for the AHC safety and security workforce.

Activity Target 1:

Ensure COMSEC/STE training for appropriate area employees is provided. Due September 30, 2011

Activity Target 2:

Ensure COMSEC Environment training for appropriate area employees is provided. Due September 30, 2011

Core Activity: Guidance

Develop training guidance and update policy guidance.

Activity Target 1:

Communicate policy guidance on SCI and OSI as needed to reflect corporate changes. Due September 30, 2011

Activity Target 2:

Assist in the development of training guidance based on organizational needs to ensure consistent training implementation throughout the area. Due September 30, 2011

Activity Target 3:

Ensure that all FOIA request are responded to or acknowledged within 30 days of receipt. Due

September 30, 2011

Activity Target 4:

Conduct Reconciliation of Castle for time and attendance reporting and Labor Distribution reports. Due September 30, 2011

Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training

Collaborate with the Office of Civil Rights to deliver a brief on the EEO process to ASH employees.

Activity Target 1:

AHC will collaborate with the Office of Civil Rights to deliver a brief on the EEO process for employees. Due September 30, 2011

Core Business Initiative: AHW Support - ASH Training Function

AHW supports the Training and Workforce Resources Staff (ASH-20) which is responsible for providing training and development for the ASH workforce, including technical training, professional development, and management development to supplement FAA corporate training programs from managers. The Joint Security and Hazardous Materials Office, West (AHW) goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. ASH-20 staff designs, develops, and delivers technical training, provides access to training opportunities from non-FAA sources, manages the ASH training budget, and is responsible for management development programs within ASH. ASH-20 also provides training to all FAA organizations in Communications Security (COMSEC) and Secure Telephone Equipment (STE). Technical courses maintained for ASH employees include personnel security, facility security, investigations, and regulation of transportation of hazardous materials by air.

Core Activity: Learning and Development

AHW will assist with providing professional development for the workforce.

Activity Target 1:

Upon request, assist in the development of non-managerial employees for future management positions in accordance with the AHR Program for Emerging Leaders. Due September 30, 2011

Activity Target 2:

Upon request, assist in the development of a Mentoring/Career Development Program for the ASH workforce. Due September 30, 2011

Activity Target 3:

Perform eLMS tasks to support learning and development for the AHW workforce. Due September 30, 2011

Activity Target 4:

Identify FY2012 Training requirements for AHW as appropriate. Due September 30, 2011

Activity Target 5:

Ensure employee participation in non-technical learning and development opportunities for the ASH Workforce based on area needs. Due September 30, 2011

Activity Target 6:

Ensure Security Assistants supporting technical functions are trained. Due September 30, 2011

Activity Target 7:

Support and assist with the development of a new ASH employee orientation guide and incorporate new guide into area orientation. Due September 30, 2011

Activity Target 8:

Identify three additional eLMS training courses to enhance employee awareness and job knowledge. Due September 30, 2011

Core Activity: Training - Management Development

ASH Training and Workforce Resources will provide training opportunities to enhance managerial workforce skills.

Activity Target 1:

Ensure managers participate in developmental training based on managerial assessment to meet AHR's 40-hour requirement for CME. Due September 30, 2011

Activity Target 2:

Ensure managers are trained to approve purchases and certify fund availability in PCPS. Due February 27, 2011

Core Activity: Training - Technical Training

ASH Training and Workforce Resources will deliver technical training for the AHW safety and security workforce.

Activity Target 1:

Ensure appropriate area employees are enrolled in the COMSEC/STE training course. Due September 30, 2011

Activity Target 2:

Ensure appropriate area employees are enrolled in the COMSEC Environment training course. Due September 30, 2011

Core Activity: Guidance

Develop training guidance and update policy guidance.

Activity Target 1:

Communicate policy guidance on SCI and OSI as needed to reflect corporate changes. Due September 30, 2011

Activity Target 2:

Assist in the development of training guidance based on organizational needs to ensure consistent training implementation throughout the area. Due September 30, 2011

Activity Target 3:

Ensure that all FOIA request are responded to or acknowledged within 30 days of receipt. Due September 30, 2011

Activity Target 4:

Conduct reconciliation of CASTLE for time and attendance reporting and Labor Distribution reports. Due September 30, 2011

Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training

Collaborate with the Office of Civil Rights to deliver a brief on the EEO process to ASH employees.

Activity Target 1:

AHW will collaborate with the Office of Civil Rights to deliver a brief on the EEO process for employees. Due September 30, 2011

Core Business Target: Technology

Achieve an average of 90% "Good" or "Excellent" ratings on ASH Help Desk Customer Satisfaction Surveys received, and certify to the Administrator that 90 percent or more of web pages comply with FAA web standards, policies, and requirements.

Core Business Initiative: ASH Information Resource Management (IRM) Function

The main objective of the IRM staff is to provide cost effective, secure enabling technology to support the ASH mission. AIN-500 has developed a state of the art web-based platform for hosting all of its data driven applications, effectively capturing, disseminating, and analyzing safety and security data. Program managers, hazmat inspectors, security investigators, facility inspectors, and support personnel are using integrated systems for planning, scheduling, capturing and tracking work programs, investigation results, and safety and security information. The ASH platform delivers anytime, anywhere access for all of its agents and employees whether they are at their desks, at home or on travel. This access is entirely secure from point to point and delivers data and reports in real-time. This platform has enabled ASH to become much more efficient in its operations as work loads can be spread around and it allows the individual employees to become more productive.

Core Activity: IRM - Desktop Support

ASH will establish standard base of performance for desktop support based on industry best practices.

Activity Target 1:

Replace 100% of outdated equipment that falls within the 4-year life cycle. Due September 30, 2011

Activity Target 2:

Adopt and distribute via policy memo all standards established by the Office of the Chief Information Officer (AIO). Due September 30, 2011

Core Activity: IRM - Requirements Gathering

ASH will determine the requirements and feasibility of systems.

Activity Target 1:

Ensure 100% of requirements accepted are technically feasible and within budget. Due September 30, 2011

Activity Target 2:

Ensure 100% of accepted requirements are documented in the required tracking system. Due September 30, 2011

Activity Target 3:

Conduct a review with applications customers. Due December 31, 2010

Activity Target 4:

Conduct a review with applications customers. Due March 31, 2011

Activity Target 5:

Conduct a review with applications customers. Due June 30, 2011

Activity Target 6:

Conduct a review with applications customers. Due September 30, 2011

Core Activity: IRM - Networking Function

AIN-500 will provide external connectivity to the ASH desktop.

Activity Target 1:

Maintain 99% availability of network and resources during regular business hours. Due September 30, 2011

Core Activity: IRM - IT Asset Management

AIN-500 will work to maximize the return on IT investments.

Activity Target 1:

All desktop equipment procurement will be centralized at headquarters level. Due September 30, 2011

Activity Target 2:

ASH will complete a cost effectiveness vs. return on investment analysis on all major acquisitions. Due September 30, 2011

Core Activity: IRM - Computer/Digital Forensics

AIN-500 will administer a computer/digital forensics program.

Activity Target 1:

Complete all accepted for support for computer/digital forensics within 20 working days except those prolonged for reasons beyond the computer forensics specialist's control. Due September 30, 2011

Core Activity: IRM - Developing Applications

The Information Resource Management Division will support the ASH mission requirements and provide application development services.

Activity Target 1:

Ensure that all operational applications have a 99% or higher availability. Due September 30, 2011

Activity Target 2:

Ensure all new web applications are developed in the ".net" environment. Due September 30, 2011

Activity Target 3:

Ensure consolidated lists of requirements for applications are shared with customers. Due December 31, 2010

Activity Target 4:

Ensure consolidated lists of requirements for applications are shared with customers. Due March 31, 2011

Activity Target 5:

Ensure consolidated lists of requirements for applications are shared with customers. Due June 30, 2011

Activity Target 6:

Ensure consolidated lists of requirements for applications are shared with customers. Due September 30, 2011

Core Activity: IRM - Host National Applications

ASH will provide a secure hosting platform for national systems.

Activity Target 1:

ASH will provide system availability report to system owners. Due December 31, 2010

Activity Target 2:

ASH will provide system availability report to system owners. Due March 31, 2011

Activity Target 3:

ASH will provide system availability report to system owners. Due June 30, 2011

Activity Target 4:

ASH will provide system availability report to system owners. Due September 30, 2011

Core Business Initiative: Support Open Government Initiative

Standardize FAA websites making them more useful for exchanging information and conducting business.

Core Activity: ASH Standardization of Web Site

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Activity Target 1:

Update web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the plans. Due January 29, 2011

Activity Target 2:

Submit quarterly web progress reports to the FAA Web Manager. Due March 30, 2011

Activity Target 3:

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2011

Activity Target 4:

Certify to the Administrator in writing by September 30, 2011 that 90 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY 2011 Web Strategy and Action Plan. Due September 30, 2011

Activity Target 5:

Develop standard operating procedures (SOP) for registering internal and external websites, content owners, developers, and web applications with ASH and AOC. Due September 30, 2011

Activity Target 6:

Identify corporate social media programs that ASH plans to participate in. Due September 30, 2011

Activity Target 7:

Web POCs complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 2011

Core Business Initiative: AHE Support - ASH Information Resource Management (IRM) Function

AHE supports the main objective of the IRM staff which is to provide cost effective, secure enabling technology to support the ASH mission. AIN-500 has developed a state of the art web-based platform for hosting all of its data driven applications, effectively capturing, disseminating, and analyzing safety and security data. Program managers, hazmat inspectors, security investigators, facility inspectors, and support personnel are using integrated systems for planning, scheduling, capturing and tracking work programs,

investigation results, and safety and security information. The ASH platform delivers anytime, anywhere access for all of its agents and employees whether they are at their desks, at home or on travel. This access is entirely secure from point to point and delivers data and reports in real-time. This platform has enabled ASH to become much more efficient in its operations as work loads can be spread around and it allows the individual employees to become more productive.

Core Activity: IRM - Desktop Support

ASH will establish standard base of performance for desktop support based on industry best practices.

Activity Target 1:

Request replacement 100% of outdated equipment that falls within the 4-year life cycle.

Due September 30, 2011

Activity Target 2:

Implement all standards as required by the Information Resource Management Division, AIN-500. Due September 30, 2011

Activity Target 3:

Replace 33% of outdated personal computers with laptops. Due September 30, 2011

Core Activity: IRM - Networking Function

AIN-500 will provide external connectivity to the ASH desktop.

Activity Target 1:

Maintain 95% availability of network and resources during regular business hours. Due September 30, 2011

Core Activity: IRM - Computer/Digital Forensics

AHE will administer a computer/digital forensics program.

Activity Target 1:

Complete all accepted for support for computer/digital forensics within 20 working days except those prolonged for reasons beyond the computer forensics specialist's control. Due September 30, 2011

Core Business Initiative: AHC Support - ASH Information Resource Management (IRM) Function

AHC supports the main objective of the IRM staff which is to provide cost effective, secure enabling technology to support the ASH mission. AIN-500 has developed a state of the art web-based platform for hosting all of its data driven applications, effectively capturing, disseminating, and analyzing safety and security data. Program managers, hazmat inspectors, security investigators, facility inspectors, and support personnel are using integrated systems for planning,

scheduling, capturing and tracking work programs, investigation results, and safety and security information. The ASH platform delivers anytime, anywhere access for all of its agents and employees whether they are at their desks, at home or on travel. This access is entirely secure from point to point and delivers data and reports in real-time. This platform has enabled ASH to become much more efficient in its operations as work loads can be spread around and it allows the individual employees to become more productive.

Core Activity: IRM - Desktop Support

ASH will establish standard base of performance for desktop support based on industry best practices.

Activity Target 1:

Request replacement 100% of outdated equipment that falls within the 4-year life cycle. Due September 30, 2011

Activity Target 2:

Implement all standards as required by the Information Resource Management Division, AIN-500. Due September 30, 2011

Activity Target 3:

AHC will replace 33% of outdated personal computers with laptops. Due September 30, 2011

Core Activity: IRM - Networking Function

AIN-500 will provide external connectivity to the ASH desktop.

Activity Target 1:

Maintain 95% availability of network and resources during regular business hours. Due September 30, 2011

Core Activity: IRM - Computer/Digital Forensics

AHC will administer a computer/digital forensics program.

Activity Target 1:

Complete all accepted for support for computer/digital forensics within 20 working days except those prolonged for reasons beyond the computer forensics specialist's control. Due September 30, 2011

Core Business Initiative: AHW Support - ASH Information Resource Management (IRM) Function

AHW supports the main objective of the IRM staff which is to provide cost effective, secure enabling technology to support the ASH mission. AIN-500 has developed a state of the art web-based platform for hosting all of its data driven applications, effectively capturing, disseminating, and analyzing safety and security data. Program managers, hazmat inspectors, security investigators, facility inspectors, and support

personnel are using integrated systems for planning, scheduling, capturing and tracking work programs, investigation results, and safety and security information. The ASH platform delivers anytime, anywhere access for all of its agents and employees whether they are at their desks, at home or on travel. This access is entirely secure from point to point and delivers data and reports in real-time. This platform has enabled ASH to become much more efficient in its operations as work loads can be spread around and it allows the individual employees to become more productive.

Core Activity: IRM - Desktop Support

ASH will establish standard base of performance for desktop support based on industry best practices.

Activity Target 1:

Request replacement 100% of outdated equipment that falls within the 4-year life cycle. Due September 30, 2011

Activity Target 2:

Implement all standards as required by the Information Resource Management Division, AIN-500. Due September 30, 2011

Activity Target 3:

Request replacement 33% of outdated personal computers with laptops. Due September 30, 2011

Core Activity: IRM - Networking Function

AIN-500 will provide external connectivity to the ASH desktop.

Activity Target 1:

Maintain 95% availability of network and resources during regular business hours. Due September 30, 2011

Core Activity: IRM - Computer/Digital Forensics

AHW will administer a computer/digital forensics program.

Activity Target 1:

Refer all computer/digital forensics requests to the appropriate ASH office for analysis as required. Due September 30, 2011

Core Business Target: Program Evaluation

Annually review ASH programs and operating procedures to better align our practices, products, and services.

Core Business Initiative: ASH Strategic Planning and Evaluations Function

Evaluation of the progress and effectiveness of security activities within Security & Hazardous Materials has become increasingly important to stakeholders and decision-makers who need to know

how well and to what extent funded activities are contributing to the agency's critical mission, and also to employees and managers who seek to continually improve processes to obtain better results. The Strategic Planning and Evaluation Staff both elicits employee input and conducts evaluations of ASH programs and operating procedures to develop and enhance strategic planning efforts that ensure ASH achieves the highest quality of service, results, and employee involvement to which FAA is committed.

Core Activity: Evaluations - National Assessment and Strategic Planning

ASH will annually review programs and operating procedures to better align our practices, products, and services to customers' requirements.

Activity Target 1:

Complete a review and comparison of the civil penalties that are independently proposed by different regional Security and Hazardous Materials Divisions for similar violations of Hazardous Materials regulations. Due September 30, 2011

Activity Target 2:

Open the ASH Organizational Excellence Survey for 30-days for employee input, coordinate the issues submitted with the appropriate ASH headquarters offices for their as-required action, and provide feedback to employees. Due September 30, 2011

Activity Target 3:

Support establishment of the ASH Employee Advisory Group (EAG) and provide co-chair and recording secretary support to the group throughout the year. Due September 30, 2011

Core Business Target: Conduct EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training three percent (3%) of the FAA workforce and provide training to 50% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs and create a library of EEO materials.

Core Business Initiative: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO through training.

Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training

Collaborate with the Office of Civil Rights to deliver a brief on the EEO process to ASH employees.

Activity Target 1:

ASH will collaborate with the Office of Civil Rights to deliver a brief on the EEO process for employees. Due September 30, 2011

Core Business Target: Support Open Government Initiative - AOC

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Business Initiative: Support Open Government Initiative

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Activity: Open Government Initiative - ASH Web Site

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies

Activity Target 1:

Update web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the plans. Due January 29, 2011

Activity Target 2:

Submit quarterly web progress reports to the FAA Web Manager. Due March 30, 2011

Activity Target 3:

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2011

Activity Target 4:

Certify to the Administrator in writing by September 30, 2011, that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2011 Web Strategy and Action Plan. Due September 30, 2011

Activity Target 5:

Develop standard operating procedures (SOP) by September 30, 2011, for registering internal and external websites, content owners, developers, and web applications with ASH and AOC. Due September 30, 2011

Activity Target 6:

Identify corporate social media programs that your organization plans to participate in. Due September 30, 2011

Activity Target 7:

Web POCs complete at least 2 sessions of web-related training during the fiscal year. Due

Core Business Target: Joint Office Financial Responsibility

Reconcile financial transactions monthly and conduct and submit a quarterly review of the joint office budgets.

Core Business Initiative: AHE Budget Reconciliation

AHE will ensure that funds are monitored and reconciled.

Core Activity: Financial Responsibility

Ensure that funds are reviewed and reconciled.

Activity Target 1:

Reconcile DELPHI and BOOK\$ monthly. Due September 30, 2011

Activity Target 2:

Conduct and submit a quarterly review of budget to the Joint Office Director. Due September 30, 2011

Core Business Initiative: AHC Budget Reconciliation

AHC will ensure that funds are monitored and reconciled.

Core Activity: Financial Responsibility

Ensure that funds are reviewed and reconciled.

Activity Target 1:

Reconcile DELPHI and BOOK\$ monthly. Due September 30, 2011

Activity Target 2:

Conduct and submit a quarterly review of budget to the Joint Office Director. Due September 30, 2011

Core Business Initiative: AHW Budget Reconciliation

AHW will ensure that funds are monitored and reconciled.

Core Activity: Financial Responsibility

Ensure that funds are reviewed and reconciled.

Activity Target 1:

Reconcile DELPHI and BOOK\$ monthly. Due September 30, 2011

Activity Target 2:

Conduct and submit a quarterly review of budget to the Joint Office Director. Due September 30, 2011